



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

Meeting 40

Monday, April 22, 2024, 11:00 p.m. to 2:30 p.m.

Location: On-Site @ CBWTP and On-line

Attendance

LMCOC Members	Owner:	Muriel Gueissaz-Teufel
	Contractor:	Rajasegaran Ponniah
	CBO:	Anthony Samperio
	Unions:	Sanai Hennessee
	Employers:	
Alternates	Owner:	Muriel Gueissaz-Teufel
	Unions:	Aaron Barber-Strong, Melvin Norman
	Employers:	Khang Tran
	CBO:	Kevin Sabeta
Staff	City:	Kas Smiley
	Contractor:	Eric Johanson, Andre’ Baugh, Surjendra Bajrachary, Lyle Perry, Nick Clinebell, Carson McCain, Kaia Meyers
Facilitation	Team:	Lisa Beutler, Laurie Allen
Other	Guest:	Mark Matthews – Pacificmark Construction, Jontae Clardy

Meeting Action Items

#	Item	Owner	Timeframe
1.	Prepare an assessment of the workforce effort for this project and prepare for City Council. Check in with Kathleen around the first of the year.	Kas Smiley	8 months
2.	Reach out to the COP PI team regarding an assessment of the RISE Up program for STEP documenting lessons learned and opportunities for improvement and presenting a report to the LMCOC at the end of the year.	Muriel Gueissaz-Teufel	Next Meeting

Order of Business

1. Arrive at Plant / Check-in

2. Safety Talk

- Working at Heights
 - There are a lot of scissor lifts on site.
 - The work area below the lifts are roped off with red tape to indicate workers above.
 - Tools are tethered, i.e. hand tools such as hammers etc. to avoid dropping on crews below to mitigate potential injuries.

3. Site Tour

4. Lunch

5. LMCOC Meeting Start – Welcome and Greetings / Log-in, Roll Call, Establish Quorum

Attendees confirmed by LMCOC Facilitator, a quorum is present.

Membership Roster

Members		
Representative Group	Member 1	Member 2
Owner:	Dawn Uchiyama (Chair)	
Project Contractor:	James Studer	Rajasegaran Ponniah
Construction Trade Unions:	Nathan Stokes	Sanai Hennessee
Employers:	PBDG (TBD)	Nate McCoy
CBOs:	Anthony Samperio	Charles Manigo

Alternates		
Representative Group	Alternate(s) for Member 1	Alternate(s) for Member 2
City	Muriel Gueissaz-Teufel	
Project Contractor	Devanta Black	
Construction Trade Unions	Anjanette Banuelos Bolanos	Aaron Barber-Strong, Melvin Norman
Employers	Khang Tran	James Faison / Nathaniel Hartley
CBOs:	Kelly Haines, Kevin Sabata	

6. Agenda and Action Item Review

Reviewed status of the action items.

#	Item	Owner	Timeframe	Status
1.	Talk with James and Pat at Platinum regarding their dispatch request submitted to LiUNA and follow-up with Anjanette	Eric Johansen	Next Meeting	Completed
2.	Refer workers in search of work to the union halls/JATC	LMCOC	Ongoing	Ongoing
3.	Safety focus topic to be ongoing presentation to LMCOC monthly meetings.	KIWC	Ongoing	Ongoing
4.	Follow-up with BES and LMCOC regarding attendees at AWRA conference for STEP presentation.	Stantec	Next Meeting	Complete

7. Consent Calendar

February 2024 meeting minutes were adopted without objection.

8. CBWTP STEP CM/GC Reporting

a. Community Contracting

- Project Update
 - Projects underway include:
 - Non-Process – Slab is placed, STO6 is underway

- SECL 9 – Filled with water, currently being hydrotested and passing so far; can only lose 1/8” of water which is equivalent of 1500 gallons of water
 - SECL 10 – Holding water, trench will be backfilled in upcoming weeks
 - RAPU – Upper floor is being coated by Rodriguez. The basement will hold RAS pumps and electrical gear. Crane rails are up and installed.
 - Yard Pipe – Christensen is working on duct bank installation
 - SOFA/SOLO – There is a Multi-Vista camera above; captures details. Sofa will rise up another 60’ from what was viewed during our tour today. SOLO – All auger cast pile is complete. They are now working on utilities.
 - Boiler – 40’ Conex houses boiler, will be started up next month.
 - MASU – This is the main substation and all work is complete. The existing main substation was built in the 70’s.
 - Tunnels – A lot of thinking and planning took place in coordinating work sequencing, installations etc. Pipe racks are installed.
- Total hard construction cost through March 2024 is \$377,428,000 Hard construction costs paid to KIWC are \$205,659,000. COBID 22% of hard construction costs through March 2024 total \$45,245,000. KIWC paid \$41,148,000 to the COBID market. Forecasted total project COBID dollars are \$86,732,000.

CBWTP COBID 6-Months Paid Forecast April 2024 – September 2024

- Based on KIWC’s COBID 6-month forecast for the period of April ‘24 - September ‘24, 22% of COBID hard construction cost is estimated to be around \$50.5M by September 2024 with forecasted COBID dollars coming in just under \$50M.

See meeting handouts for subcontractor status.

b. Community Workforce

STEP Workforce Compliance through 04/14/2024

Total hours worked to date	522,773
Number of Craft to date	1,291

• *With Percentages*

Minority workforce by hours (Goal: 22%)	180,578	35%
Caucasian workforce by hours	342,195	65%
Women workforce by hours (Goal: 6%)	53,924	10%
Male workforce by hours	468,849	90%
Apprentice workforce by hours (Goal 20%)	94,401	
Minority apprentice	42,839	45%
Caucasian apprentice	51,562	55%
Female apprentice	22,000	23.24%
Male apprentice	72,000	76.76%

• *Workforce Ethnicity (Breakdown)*

Hispanic	111,300	21%
African American	28,578	6%
Other Non-White	24,984	5%
Native American	12,637	2%

Asian	3,080	1%
Caucasian	342,195	65%

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

Total D/M/W/ESB/SDVBE Paid to Date	\$41,148,825
DBE/MBE	\$20,991,986
DBE/MBE/WBE	\$1,572,407
DBE/WBE	\$9,725,722
SDVBE	\$64,100
ESB	\$472,337
MBE	\$2,716,483
WBE	\$5,605,789

- *Contract Value by Certification:*

Total D/M/W/ESB/SDVBE Planned Value	\$86,475,594
DBE/MBE/WBE	\$1,690,284
DBE/WBE	\$18,863,057
ESB	\$505,739
DBE	\$65,000
MBE	\$15,213,209
WBE	\$10,348,889
SDVBE	\$104,550
DBE/MBE	\$39,941,940

Workforce Improvements

Kiewit through January 27, 2024		
Total hours worked to date	273,596	
Number of Craft to date	293	
Minority workforce by hours (Goal: 22%)	90,927	33%
Caucasian workforce by hours	182,669	67%
Women workforce by hours (Goal: 6%)	36,223	13%
Male workforce by hours	237,373	87%
Apprentice workforce by hours (Goal 20%)	45,203	
Minority apprentice	20,046	44%
Caucasian apprentice	25,200	56%
Female apprentice	13,000	27.98%
Male apprentice	33,000	72.02%

Kiewit through April 6, 2024		
Total hours worked to date		315,287
Number of Craft to date		324
Minority workforce by hours (Goal: 22%)	105,266	33%
Caucasian workforce by hours	210,021	67%
Women workforce by hours (Goal: 6%)	39,292	12%
Male workforce by hours	275,996	88%
Apprentice workforce by hours (Goal 20%)		50,310
Minority apprentice	22,421	45%
Caucasian apprentice	27,889	55%
Female apprentice	14,000	27.63%
Male apprentice	36,000	72.37%

KIWC has committed to bringing on 4 more apprentices: 1 Millwright, 2 Carpenters, 1 Cement Mason.

KIWC will be ensuring Platinum follows their work plan.

Discussion/Questions/Comments:

Q. As apprentices are leaving for reasons other than journeying out, is KIWC conducting exit interviews?

A. KIWC has not conducted exit interviews but does remain in contact with the Union reps. Eric Johanson has been conversing with Melvin Norman from the Carpenter's Union. KIWC will initiate exit interviews. Sanai Hennessee would like to have some information, especially when 7 apprentices leave the project. She is not just interested in potential improvements but also in the victories of what the apprentices learned during their experiences on STEP.

Q. How are the iron workers attracting apprentices?

A. Entry level workers are mostly joining the Laborers, Carpenters, or IBEW (electrical) unions.

Comment: It is important for people to understand the requirements to work on STEP and that people do look at their numbers.

Q. Being at 500M workforce hours and 1.5 years remaining on STEP, what are the projected remaining hours to be worked?

A. The estimate is between 350 – 400 hours remaining. Once the concrete work on SOFA is completed, KIWCs crews will become smaller. The positive outcomes from STEP should definitely be captured now before the project winds down. Lisa Beutler can help KIWC and BES formulate a plan to document the successes, careers launched, and ways to make this work better for future projects.

Comment: It is also important to capture the Mark Matthews story regarding his experience on STEP. The CBA requirements can create additional requirements for subcontractors so documenting the challenges and how they have been overcome will enable improvements for subcontractors and workers on future programs.

Comment: PSU is a great resource to conduct job fairs/outreach and PPS k-12 is also another resource to help plant the seeds early on. Khang Tran shared that video presentations that can be helpful in this regard.

Comment: At the Carpenter’s Union, apprentices who graduate also receive an associate’s degree upon completion of the apprenticeship program.

Comment: It is important to document, in a human way, the successes of the Program. Focusing on the employees and workers and telling the story about what happened while working on STEP will help make people aware of the opportunities. Andre’ Baugh suggests it is also important to document the LMCOC’s contributions.

9. CBWTP STEP Procurements

a. Upcoming Bid Packages

Scope of Work	Procurement Type
SOLO/SLPR Demo	Type 3
Slip Lining	Type 2
Electrical Foundation Micropile	Type 3

b. Outreach Efforts

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

POIC	03/31/2024	Columbia Site Visit
OAME	05/02/2024	OAME Trade Show
NAMC	03/06/2024	Attended general meeting
PBDG	03/20/2024	Attended and networked with members

RISE Up Update

Trained to Date:

- Training held on 4/12/2024 for staff and craft KIWC, Platinum, and Pacificmark

Future Trainings:



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:
 - Surjendra Bajrachary e/surjendra.bajrachary@Kiewit.com p/707.951.8787
 - Lyle Perry e/Lyle.Perry@Kiewit.com p/360.314.3741

10. Subcontractor Spotlight - Pacificmark

Mark Matthews from Pacificmark thanked Nick Clinebell and the KIWC team for being a part of the team and for their support. Mark has worked on a lot of buildings but has never worked on construction of a building when people are active on concurrent projects involving multiple teams. If

there is a story to tell, this is it. The mentoring from KIWC has been a great help. Even following the CBA can be difficult to get everyone in line and Mark has found he must keep pushing to keep some of his subcontractors going.

For the most part, this is going to be a great project and everyone will be happy in the end. This is Pacificmark's first experience working on a very large Program with multiple subcontractors. KIWC will be assisting Pacificmark in the next round of subcontractors to review the process to submit project documentation (i.e. pay requests, submittals, etc.) There has been a lot of hurdles to jump but it is definitely worth it.

This is a good group and Mark is happy to be here.

Melvin and Sanai believe KIWC holding their subcontractors accountable is contributing to the success of STEP.

Discussion/Questions/Comments:

Q. What are some of the issues with the CBA that you have encountered?

A. For him, the CBA is good. It was not necessarily a barrier for Mark, but it was for some of the subcontractors under Pacificmark. Most of the subcontractors hired, do all the work out in the field. KIWC has helped Pacificmark put an effort into helping their subcontractors operate with a broader mindset and Mark appreciates KIWC's help with submittals and work plans.

Q. Could you expand on the mindset?

A. As a small contractor, small contractors would not be heavy on safety and a work plan. They would simply go out to the site, perform their job, and then go home. No one ever asked them "how are you going to perform the work you will be doing for us". That is a new concept. Planning the approach and measures to mitigate potential hazards helped with thinking about the work environment.

Q. Is there anything the City could do to clarify or make the requirements more clear up front? The City will be using RWEA instead of the CBA moving forward.

A. Pacificmark has not used the RWEA so will be learning about that.

Q. Any advice or suggestions on how people can help do the job?

A. To have someone available to go to when issues arise is very helpful. It provides feedback with all the smart minds in here on how things can work.

Q How has working on STEP through KIWC helped Pacificmark working under this structure?

A. It has helped make operations run more smoothly and improved overall. Working with their subcontractor, Dirt Masters, helped enlighten the need to bring on additional workforce to accomplish the scope within the specified timeframe.

Comment: New subcontractors are asking themselves where do I start? It may look like we are all out there by ourselves, but it is not like that at all.

Q. What most excited KIWC about working with Pacificmark?

A. The capacity to work with Pacificmark when some of their subcontractors went out of business or had issues such as was the case with the plumbing contractor. It was so good to be able to pick up the phone and have a meaningful conversation. KIWC understands not all subcontractors will make it and that is not within Pacificmark's control, but being able to have mentors available within KIWC has

been helpful. Communication is there and that is the key – everyday communication. If KIWC sees the potential for something to go wrong, they bring it to Pacificmark’s attention, and that has been extremely helpful.

Q What’s next?

A. To see the implementation of the Regional Workforce Equity Agreement for work at Bull Run.¹

11. 2024 Planning

a. Combined Meetings

- May/June - June 24/Remote meeting
- July/August – August 26/Remote
- Fall meeting will be in person/hybrid.
- November/December – December 9/Remote meeting

b. Group Priorities

- Documentation
- Ideas for means and methods on documenting experiences
- Taking an assessment of this project and going to City Council; take it beyond the LMCOC walls. Muriel feels Procurement could tag team and check in with Kathleen. It could be very good to present and inspire even greater success on the Bull Run Filtration Project. Action Item: Kas to check in with Kathleen around the first of the year.
- Ensure the RWEA existence and particulars are made known to City staff as well as understanding the transition from the CBA to RWEA. Continue the capacity building generated by the CBA.
- RISE Up – do a little bit of documentation of what they have done and what they have heard. Lessons learned? Opportunities for improvement? Action Item: Report to the LMCOC at the end of the year. Muriel is reaching out to the PI team.

12. Member Announcement and Updates

Muriel Gueissaz-Teufel – The Facilitation Team is underappreciated, and I want to acknowledge their help.

Rajasegaran Ponniah – Likes what Mark said about learning from KIWC and becoming a better contractor; keep paying it forward.

Kaia Meyer– She has sat in on a number of the LMCOC meetings and has been on the back-end. She has seen how paying the subcontractors and the impact this Program is having on the smaller subcontractors. She appreciates the emphasis placed on supporting smaller businesses.

Nick Clinebell – Thanks to Mark for allowing KIWC to work with you and the hours you have spent in training.

Mark Matthews – I appreciate being invited here today. I was not aware all of this was going on.

Anthony Samperio – Appreciate being here.

¹ The Bull Run Filtration Project involves building a new filtration facility that will remove the microorganism *Cryptosporidium* from the Bull Run water supply. The facility must be completed by September 2027 to comply with state and federal water quality regulations. The project includes designing new seismically resilient pipelines to connect the filtration facility to the existing water system and retire aging segments of the current pipeline.

Aaron Barber-Strong – Lots of times he will share meeting notes with his business manager.

This will allow him to go have a more in-depth conversation with him. Aaron will invite his business manager to attend the in-person LMCOC meeting this fall.

Khang Tran – KIWCs spirit of working with small contractors is great. Mark pays it forward and is helping Khang with his company.

Carson McCain – He is happy to see this kind of work being conducted by the KIWC team. His job is related to sustainability so seeing strategies to build equity is appreciated. He is still learning what goes on in these meetings; filling in for someone else. Carson is happy to have the opportunity to see how this all comes together and will be taking this learning to the Bull Run project.

13. Next Steps - Next Meeting

Lisa reviewed the schedule. Next meeting is June 24, 2024

14. Adjourn

Meeting adjourned @ 2:10 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