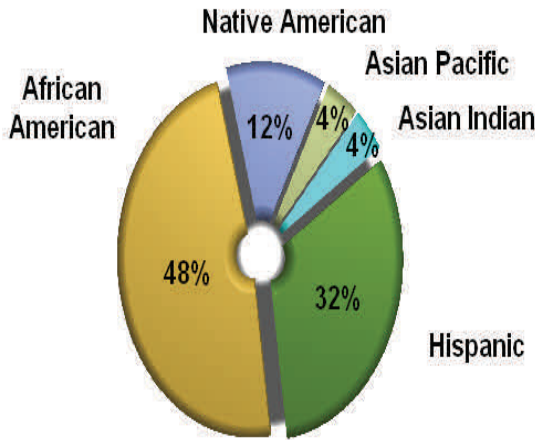


Summary

- These charts are based on contracts and dollars awarded.
- The contractor's goal is to award 20% of total contract dollars to DMWESB firms. They are currently exceeding that goal as shown in the DMWESB Participation and Paid to Date chart below.

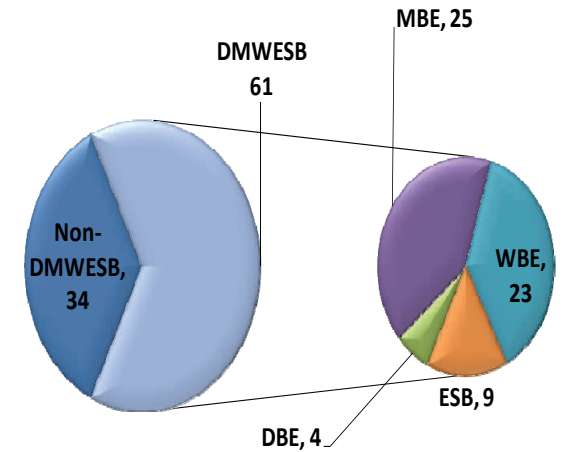
DMWESB Ethnicity



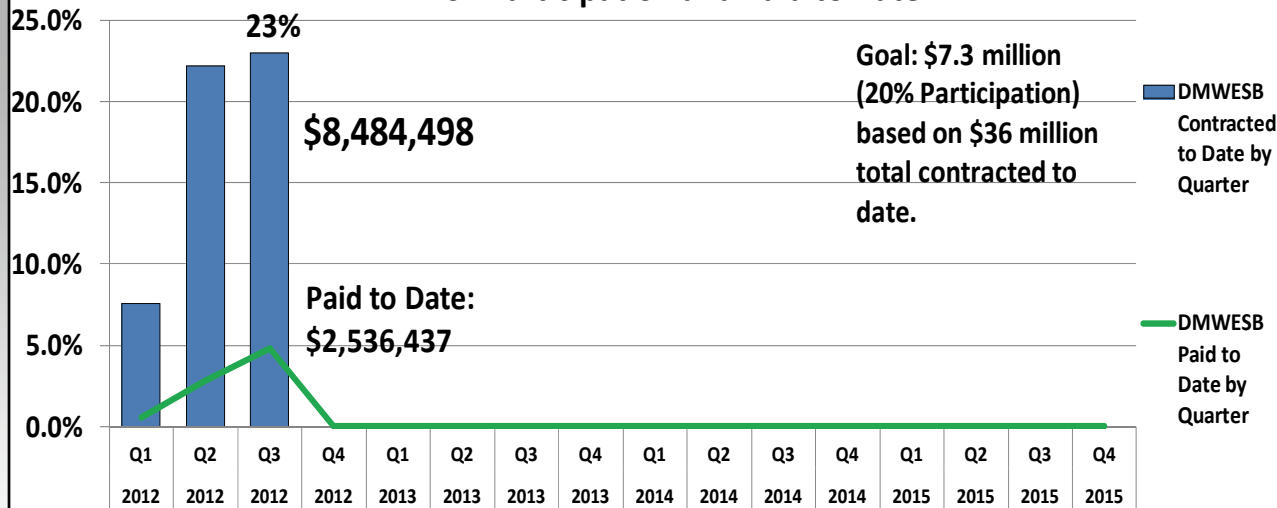
Based on number of contracts awarded.

Total Contracts Awarded

Total Contracts - 95

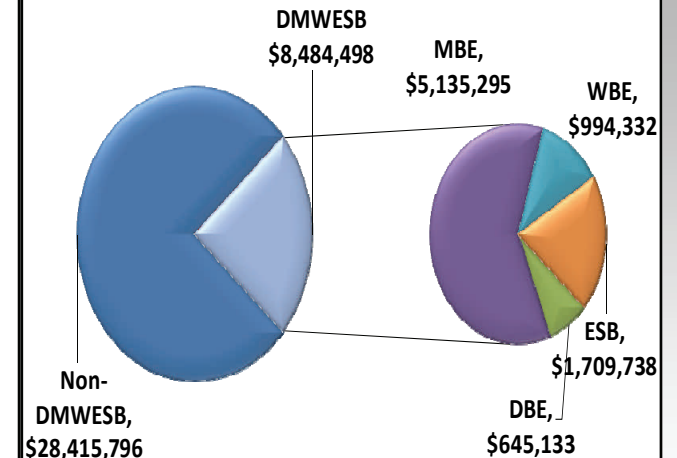


DMWESB Participation and Paid to Date



Total Dollars Awarded

Total Project Contract Amount
\$36,890,049



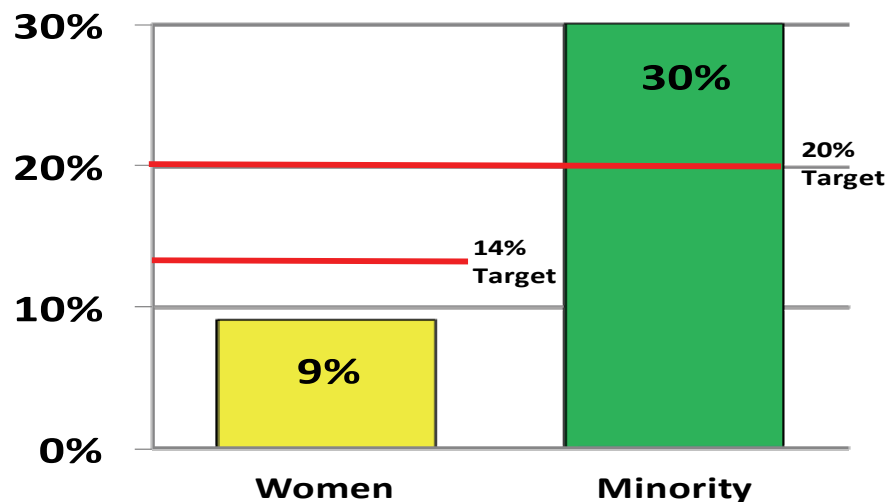
Glossary: DBE—Disadvantaged Business, MBE—Minority-Owned Business, WBE—Women-Owned Business, ESB—Emerging Small Business

Summary

- Progress on meeting aspirational goals for minority and female participation. SSJV is exceeding the target for minorities. However, they are below target for women but are improving each month.
- See page 3 for SSJV's recent activities to increase female workers.

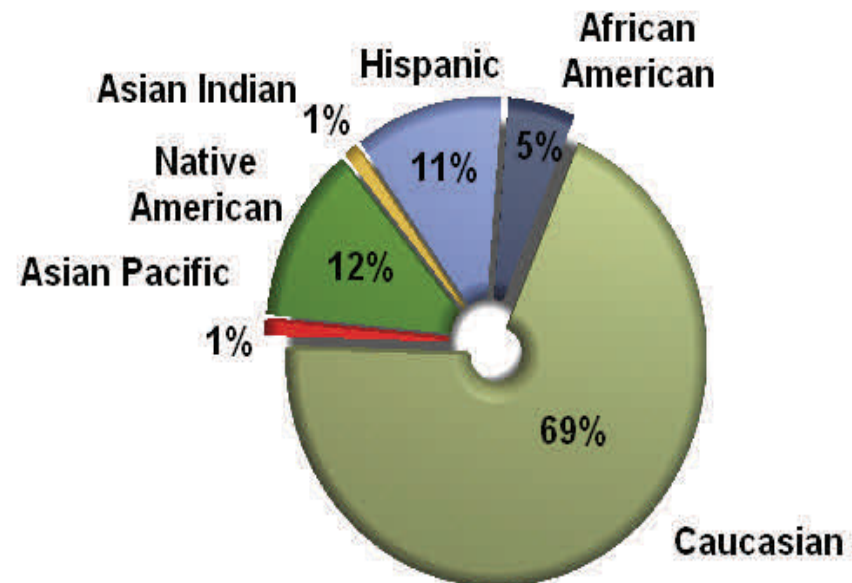
**Total Workforce Hours
(Apprentice & Journey Level)**

■ Women ■ Minority



Based on number of hours worked.
(Minority includes men and women.)

**Total Workforce Ethnicity
(Male and Female)**



Based on number of hours worked.

Increasing Female Participation

Slayden/Sundt recent actions:

- Meeting with subs one-on-one that are below the Women and Minority utilization targets
- Met with three subcontractors in the last week to discuss their lack of Women and Minority utilization.
- Urges subcontractors to attend their weekly internal diversity meetings so they are getting a constant reminder about diversity (utilization and apprenticeship). The contractor walks through the statistics for each subcontractor in the meeting and discusses them. With the whole team the contractor goes through --- what kind of minority and women utilization does the subcontractor have? Are they working apprentices? Will they be ramping up soon? Does the contractor know if there will be any hiring opportunities? Who is the best person to involve if we need a change?
- Added another female apprentice and a female journeyman to their crew in order to increase their female and apprentice utilization.
- Reviews workforce numbers weekly, identifies subcontractors who are deficient in women, minority and/or apprentice utilization, and immediately contacts them to assist in meeting the diversity goals as well as reiterate the importance of using a diverse workforce.



Female pile buck apprentice welds pile.

Summary

- The following chart represents total apprenticeship hours by trade for all subcontractors working on the project. Any contractor over \$100K is required to achieve 20% apprenticeship hours by trade per the County's Workforce Training and Hiring Program.
- Laborers have reached the 20% goal. Though Pile bucks are below the 20% goal, the trade's apprenticeship hours continue to increase each month. Carpenter Apprenticeship hours decreased in September due to more Journeyman Carpenter hours being used than Apprentice.

