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Agenda Number: 23.

**OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE
FEBRUARY 16, 2023**

SUBJECT: CUSTOMER EXPERIENCE RESEARCH SERVICES BENCH

ACTION: AWARD BENCH CONTRACTS

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

A. AWARD seven (7) bench Contract Nos. PS43815000 through PS43815006, for Customer Experience (CX) research services to the firms listed below, for a total not-to-exceed amount of \$6,893,226 for the initial three-year base term, plus \$2,531,252 for the first, one-year option and \$2,657,814 for the second, one-year option, for a combined total not-to-exceed amount of \$12,082,292, effective March 1, 2023, subject to resolution of protest(s), if any; and

1. Discipline 1: Intercept Survey

- 1.1 ETC Institute
- 1.2 Hispanispace, LLC dba ThinkNow Research
- 1.3 Maroon Society, Inc.
- 1.4 Redhill Group, Inc.

2. Discipline 2: Online and Telephone Survey

- 2.1 Barrios and Associates, LLC dba Communications Lab
- 2.2 EMC Research, Inc.
- 2.3 Maroon Society, Inc.
- 2.4 Quantum Market Research, Inc.
- 2.5 Redhill Group, Inc.

3. Discipline 3: Qualitative Research

- 3.1 Barrios and Associates, LLC dba Communications Lab
- 3.2 EMC Research, Inc.
- 3.3 Hispanispace, LLC dba ThinkNow Research
- 3.4 Maroon Society
- 3.5 Quantum Market Research, Inc.
- 3.6 Redhill Group, Inc.

4. Discipline 4: User Experience Testing

4.1 Redhill Group, Inc.

5. Discipline 5: General Research Support

5.1 Maroon Society, Inc.

5.2 Redhill Group, Inc.

B. EXECUTE individual task orders for up to \$2 million per task order.

ISSUE

Metro's Customer Experience (CX) Research Team requires a bench contract for professional services with five disciplines: intercept surveys, online and telephone surveys, qualitative research, user experience (UX) testing, and general research support.

Depending on the goal of the project, the Metro project manager will decide which research discipline will be used. For all tasks valued up to \$100,000, a task order will be awarded to a contractor in a specific discipline following a competitive procurement process. For tasks valued at less than \$100,000, the contractor will be awarded on a rotational basis.

BACKGROUND

Metro has historically used a mix of in-house and consultant resources, depending on staff availability and complexity, to conduct research to understand customer wants and needs. When the CX department was formed, the CX staff used firms on the Countywide Planning and Development Bench under the Research and Surveying Discipline to conduct research, including the annual Customer Experience Rider Survey, as well as research needed to measure the impact of customer-related investments (e.g., Respect the Ride Before/After Survey), assist with engagement for representative public input (e.g., CLAX Survey), and user experience testing existing and new products or services Metro offers its riders and employees (e.g., Equity Information Hub).

However, as Metro continues to expand its work to improve the customer experience and needs for customer-focused research continue to grow, the Customer Experience office determined it requires additional, specialized research skillsets to gain more insight into our customers' lifestyles, habits, and preferences, as well as to measure the impact of the initiatives put in place through the annual CX plan.

DISCUSSION

As customer experience improvements continue to be an important focus for our agency, a research bench will provide staff with an efficient and effective way to continue to establish broad customer experience priorities, monitor progress in improving the customer experience, understand improvement opportunities along the customer journey, and evaluate the impact of our investments on the customer.

To that end, staff is developing a customer research plan to identify and fill any gaps in the agency's

current research program with the goal of gathering honest feedback and secondary data that will inform key decisions to improve our customers' experience using the system. The additional research will contribute to ensuring CX Plans are actionable and outcome-oriented and based on input from our riders, employees, and other key stakeholders and that the team can analyze, report, and use data to create a better customer experience.

In addition to the online surveys and in-person questionnaires currently in use by Metro, potential expanded research could include:

- customer journey mapping,
- ethnographic research
- user experience (UX) testing of Metro products and services,
- rider segmentation,
- rider/non-rider research panels,
- pulse surveys,
- online customer panels and forums
- focus groups and in-depth interviews
- evaluation of pilot programs,
- customer needs surveys to improve equity and inclusion in our service

Staff recommends a total funding value of just over \$12 million for this new bench.

DETERMINATION OF SAFETY IMPACT

The approval of this Bench will not impact the safety of our customers and employees.

FINANCIAL IMPACT

No change to FY23 Budget. Project Managers using the bench service providers are responsible for budgeting the cost annually. The funding source for this CX activity is operating eligible funds, including fares, sales tax, and eligible grants.

Since this is a multi-year contract, the cost center manager and Chief Customer Experience Officer will be responsible for budgeting costs in future years, including any options exercised.

Impact to Budget

The funding for these task orders is dependent upon the specific project. Generally, Propositions A and C, Measure M, and Transportation Development Act (TDA) Administration funds used for planning activities that are not eligible for bus or rail capital and operating will be used.

EQUITY PLATFORM

The CX On-Call Bench will ensure Metro will be able to reach a broader base of current and potential customers by allowing us to conduct research in multiple languages and using different methodologies, e.g., in-person surveys and interviews, online surveys, etc. Experience with equity in research, especially with historically disadvantaged populations, was a criterion of the qualifications of the teams and each team demonstrated their experience. These ranged from working with Metro's Equity Focus Communities (EFCs), working with Community-Based Organizations (CBOs), and analyzing barriers to customer utilization of equity and rebate programs, including low income and non-English speaking customers. The CX On-Call Services Bench contracts provide business opportunities for seven firms. The Diversity and Economic Opportunity Department (DEOD) will establish a Disadvantaged Business Enterprise (DBE), Small Business Enterprise (SBE), and Disabled Veteran Business Enterprise (DVBE) goal for each Task Order Request to ensure maximum opportunity for participation in this contract. This solicitation was advertised through periodicals of general circulation, posted on Metro's Vendor Portal, and an e-mail notice to SBE firms with applicable NAICS codes. The Proposal Evaluation Team (PET) was diverse and comprised of different department personnel with various backgrounds to comprehensively evaluate proposers and subconsultants to determine the most qualified teams.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Metro is working to create a customer-centric culture amongst all employees to improve customer experiences for the people and communities it serves. Therefore, the CX On-Call Services Bench supports strategic plan goals:

- **Goal #1:** "Provide high-quality mobility options that enable people to spend less time traveling."
- **Goal #2:** "Deliver outstanding trip experiences for all users of the transportation system."
- **Goal #3:** "Enhance communities and lives through mobility and access to opportunity."

ALTERNATIVES CONSIDERED

The Board could choose not to approve the recommendations. This is not recommended as the award of these task orders under the bench contract would then be pursued as separate procurements, which, for each task order, could potentially take up to nine months to complete. This would limit our ability to respond quickly to needs and meet tight project delivery schedule constraints.

NEXT STEPS

Upon Board approval, staff will establish and execute the Bench contracts. Staff will solicit responses to individual task order requests from specific disciplines as needed. SBE, DVBE, and/or DBE goal requirements will be set for each individual task order.

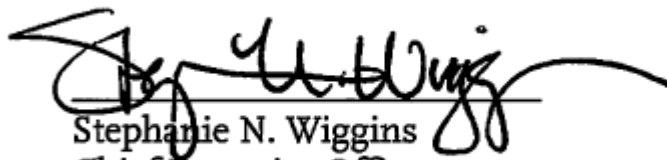
ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

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Stephanie N. Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

CUSTOMER EXPERIENCE RESEARCH SERVICES BENCH/ PS43815000 - PS43815006

1.	Contract Number: PS43815000 through PS43815006	
2.	Recommended Vendors: See Attachment B	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFIQ <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: October 6, 2022	
	B. Advertised/Publicized: October 6, 2022	
	C. Pre-Proposal Conference: October 13, 2022	
	D. Proposals Due: November 7, 2022	
	E. Pre-Qualification Completed: January 1, 2023	
	F. Conflict of Interest Form Submitted to Ethics: November 22, 2022	
	G. Protest Period End Date: February 21, 2023	
5.	Solicitations Picked Up/Downloaded: 45	Bids/Proposals Received: 21
6.	Contract Administrator: Shannon Thoene	Telephone Number: (213) 922-2790
7.	Project Manager: Jeff Boberg	Telephone Number: (213) 922-7659

A. Procurement Background

This Board Action is to establish multiple-award customer experience research services bench contracts for a five-year term inclusive of a three-year base term and two, one-year option terms. The contracts shall be effective March 1, 2023, with a cumulative total amount not-to-exceed \$12,082,292. The Bench is intended to provide market research services to support bringing the voice of the customer into decision-making and to drive Customer Experience (CX) improvements. Board approval of contract award is subject to resolution of any properly submitted protest.

Customer experience research services shall be performed on an “as-needed” basis and work shall be authorized through the issuance of task orders. Task Orders with a total value of \$100,000 and below, shall be issued on a rotational, sequential basis while task orders with a total value over \$100,000 shall be competed among the bench firms within the appropriate discipline.

On October 6, 2022, RFIQ No. PS43815 was issued as a competitive procurement in accordance with Metro’s Acquisition Policy and the contract type is task order based.

A virtual pre-proposal conference was held on October 13, 2022. Eleven questions were received, and Metro provided responses prior to the proposal due date.

Two amendments were issued during the solicitation phase of this RFIQ:

- Amendment No. 1, issued on October 26, 2022, revised the submittal requirements and evaluation criteria.
- Amendment No. 2, issued on October 31, 2022, incorporated the Diversity and Economic Opportunity Department Compliance Manuals for the SBE/DVBE and Set-Aside programs as a contract exhibit.

Forty-five firms downloaded the RFIQ and were included on Metro's planholders' list. A total of 21 proposals were received from seven firms by the due date of November 7, 2022, and are listed below in alphabetical order:

Discipline 1: Intercept Survey

1. ETC Institute
2. Hispanispace, LLC dba ThinkNow Research
3. Maroon Society, Inc.
4. Redhill Group, Inc.

Discipline 2: Online and Telephone Survey

1. Barrios and Associates, LLC dba Communications Lab
2. EMC Research, Inc.
3. ETC Institute
4. Hispanispace, LLC dba ThinkNow Research
5. Maroon Society, Inc.
6. Quantum Market Research, Inc.
7. Redhill Group, Inc.

Discipline 3: Qualitative Research

1. Barrios and Associates, LLC dba Communications Lab
2. EMC Research, Inc.
3. Hispanispace, LLC dba ThinkNow Research
4. Maroon Society, Inc.
5. Quantum Market Research, Inc.
6. Redhill Group, Inc.

Discipline 4: User Experience Testing

1. Quantum Market Research, Inc.
2. Redhill Group, Inc.

Discipline 5: General Research Support

1. Maroon Society, Inc.
2. Redhill Group, Inc.

B. Evaluation of Proposals

Five Proposal Evaluation Teams (PETs) were convened and conducted a comprehensive technical evaluation of the proposals received for each of the five disciplines. The PETs consisted of staff from Customer Experience, Technical Services, and Data Analysis, Long Range Transportation Plan, Digital Communication Administration Marketing, Transportation Planning, and TDM Policy and Regional Shared Mobility. The proposals were evaluated based on the following evaluation criteria:

Phase I Evaluation – Minimum Qualification Review: This is a pass/fail criteria. The criteria for all five disciplines focused on the experience of the Prime Contractor and/or team in providing research services, including but not limited to:

1. Development of research plans;
2. Questionnaire/discussion guide development;
3. Documentation of research methods and datasets;
4. Preparing technical memorandums, reports, and presentations; and
5. Provision and administration of incentives to incentivize participation in research.

From November 9, 2022 through November 15, 2022, the PETs met to review the evaluation criteria package, process confidentiality and conflict of interest forms, and take receipt of the proposals to initiate the Phase I evaluation.

On November 21, 2022, the PETs reconvened and determined that all proposals received met the minimum qualification requirements and proceeded with Phase II - Technical Evaluation based on the following criteria and weights:

- | | |
|--|-----------|
| • Qualifications of the Firm and Team | 30 Points |
| • Project Manager and Key Staff's Qualifications and Availability | 50 Points |
| • Understanding the Scope of Services and Management Plan and Approach | 20 Points |

The evaluation criteria are appropriate and consistent with criteria developed for similar customer experience research services. Several factors were considered in developing these weights, giving the greatest importance to the qualifications and availability of the project manager and key staff.

Phase II evaluations were conducted from November 16, 2022, through January 3, 2023. At the conclusion of evaluations, the PETs determined the following:

Discipline 1 - Intercept Survey: All four firms met the competitive range and were determined to be responsive, responsible, and qualified to perform the services based on the RFIQ's requirements. The firms are listed below in alphabetical order:

1. ETC Institute
2. Hispanispace, LLC dba ThinkNow Research
3. Maroon Society, Inc.
4. Redhill Group, Inc.

Discipline 2 - Online and Telephone Survey : Of the seven proposals received, two firms were outside of the competitive range and were not included for further consideration. The five (5) firms within the competitive range are listed below in alphabetical order:

1. Barrios and Associates, LLC dba Communications Lab
2. EMC Research, Inc.
3. Maroon Society, Inc.
4. Quantum Market Research, Inc.
5. Redhill Group, Inc.

Discipline 3 - Qualitative Research: All six firms met the competitive range and were determined to be responsive, responsible, and qualified to perform the services based on the RFIQ's requirements. The firms are listed below in alphabetical order:

1. Barrios and Associates, LLC dba Communications Lab
2. EMC Research, Inc.
3. Hispanispace, LLC dba ThinkNow Research
4. Maroon Society, Inc.
5. Quantum Market Research, Inc.
6. Redhill Group, Inc.

Discipline 4 - User Experience Testing: Of the two proposals received, only the Redhill Group, Inc. met the competitive range and was determined to be responsive, responsible, and qualified to perform the services based on the RFIQ's requirements.

Discipline 5 - General Research Support: Both proposers met the competitive range and were determined to be responsive, responsible, and qualified to perform the services based on the RFIQ's requirements. The firms are listed below in alphabetical order:

1. Maroon Society, Inc.
2. Redhill Group, Inc.

C. Cost/Price Analysis

Each proposer submitted fully burdened hourly rates for labor classifications necessary to perform customer experience research services. The rates have been determined to be fair and reasonable based on price analysis, cost analysis, technical evaluation, and fact-finding.

Work for this Bench Contract will be authorized through the issuance of separate task orders. Each task order will contain a specific Scope of Services and will be issued either on a rotation basis (for task orders with a total value of \$100,000 and below) or will be competed among the firms on the bench within the appropriate discipline (for task orders with a total value over \$100,000).

D. Background on Recommended Contractors

Barrios and Associates, LLC dba Communications Lab

Barrios and Associates, LLC dba Communications Lab (Communications Lab), established in 2013, is headquartered in Orange County, CA. It is a full-service agency that provides focused communication, consulting services, strategic planning, crisis communications, media relations, and community outreach services. Communication Lab's clients include the Orange County Transportation Authority, Transportation Corridor Agency (The Toll Roads), San Bernardino County Transportation Authority, City of Lake Forest, and Santa Margarita Water District.

Communications Lab has been providing community outreach services to Metro since 2018 and performance has been satisfactory.

Communications Lab is a Metro-certified small business enterprise.

EMC Research, Inc.

EMC Research, Inc. (EMC), headquartered in Seattle, Washington, is a full-service opinion research firm established in 1989. Its expertise includes branding and positioning; data analytics; political polling; customer satisfaction; ad testing; and social and behavioral studies. It serves a diverse range of public and private sector clients which include the California Department of Transportation, San Francisco Bay Area Metropolitan Transportation Commission, Alameda-Contra Costa Transit District, San Francisco Municipal Transit Agency, Sound Transit, King County Metro, San Mateo County Transit District, Central Ohio Transit Authority, and Caltrain.

ETC Institute

ETC Institute (ETC), founded in 1982, is based in Olathe, Kansas. It provides onboard customer satisfaction and experience surveys, intercept surveys, rider and non-rider community surveys, and other types of communitywide transit surveys. ETC has more

than 40 years of experience in the design and administration of transportation-related market research for state departments of transportation, transit agencies, and metropolitan planning organizations, including Embark, Kansas City Regional Transit, Capital Area Transit System, LACMTA, North Central Texas Council of Governments, Dallas Area Rapid Transit, and Metropolitan Transportation Commission San Francisco.

ETC has been providing customer satisfaction and experience surveys to Metro since 2018 and performance has been satisfactory.

Hispanispace, LLC dba ThinkNow Research

Hispanispace, LLC dba ThinkNow Research (ThinkNow), established in 2012, is located in Burbank, CA. It provides qualitative and/or quantitative market research studies to help assess public opinions to help guide client's objectives in developing programs, initiatives, and messages. Existing clients include Sigma Alimentos, GAF Materials Corporation, Dish Network, and NetSpend.

ThinkNow currently provides market research, focus groups, and online surveys to Metro as a subcontractor and performance has been satisfactory.

ThinkNow is a Metro-certified small business enterprise.

Maroon Society, Inc.

Maroon Society Inc. (Maroon Society) is a Los Angeles-based Metro-certified Small Business Enterprise research firm that has been providing market research services for over 17 years. Maroon Society's expertise is focused on transportation and public health research for government agencies including the City of West Hollywood, Los Angeles Department of Water and Power, City of Los Angeles, LA SAFE, City of Santa Monica, and City of West Hollywood.

Maroon Society has previously provided urban greening research and outreach study and event staffing services to Metro and performance has been satisfactory.

Maroon Society is a Metro-certified small business enterprise.

Quantum Market Research, Inc.

Quantum Market Research, Inc. (QMR) is a full-service research firm founded in 2002. Located in Oakland, QMR provides survey research and market research consulting services. It has conducted research for the transit industry for the past 25 years and managed customer experience research studies for agencies and organizations including University of California San Francisco, Solano Transportation Authority, San Francisco Fine Arts Museums, Evitarus Inc., and San Francisco Exploratorium.

Redhill Group, Inc.

Redhill Group, Inc. (Redhill Group), located in Irvine, CA was established in 1998. It is a full-service market research firm specializing in transportation, entertainment, customer satisfaction, mystery shopping, product positioning, and ad tracking. Redhill Group has conducted transformative research studies for local and national organizations. Its clients include Clean Power Alliance, Omnitrans, Riverside Transit Agency, Southern California Regional Rail Authority, San Diego International Airport, and Southern California Association of Governments.

Redhill Group has provided research surveys and focus groups to Metro since 1997 and performance has been satisfactory.

Redhill Group is a Metro-certified small business enterprise.

DEOD SUMMARY**CUSTOMER EXPERIENCE RESEARCH SERVICES BENCH/
PS43815000 - PS43815006****A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) will determine Disadvantaged Business Enterprise (DBE), Small Business Enterprise (SBE) and Disabled Veteran Business Enterprise (DVBE) goal for this multiple-funding source bench contract, prior to the issuance of each Task Order proposal request for Customer Experience On-Call Research Services. Proposers were encouraged to form teams that include DBE, SBE, and DVBE firms to perform the scopes of work identified without schedules or specific dollar commitments prior to establishment of this contract.

For each Task Order, a DBE goal will be recommended based on scopes of work and estimated dollar values for a task order that are federally funded. Participants on the Bench will be required to meet the DBE contract-specific goal by obtaining enough DBE participation to meet the goal or by successfully demonstrating Good Faith Efforts. SBE/DVBE goals will be established based on the scope of work and estimated dollar value for task orders funded with state and/or local funds. Participants on the Bench will be required to meet the SBE/DVBE contract-specific goal to be considered for award.

Bench participants that did not list any DBE, SBE or DVBE subcontractors at the time of proposal, must add DBE, SBE or DVBE subcontractors to their team to be responsive to a Task Order solicitation. The Local Small Business Enterprise (LSBE) Preference Program will be applied at the Task Order level. There are two LSBE primes and two LSBE subcontractors on the bench. Overall DBE, SBE and DVBE achievement will be determined based on the cumulative DBE, SBE and DVBE participation of all Task Orders awarded.

The Customer Experience On-Call Research Services Bench is subject to the Small Business Prime Program. If there are at least three certified small business within a bench discipline, the task order solicitation shall be set aside for small businesses only. Three (3) Disciplines currently have at least 3 SBE firms: Discipline 1: Intercept Survey, Discipline 2: Online and Telephone Survey and Discipline 3: Qualitative Research.

Discipline 1: Intercept Survey

Prime: ETC Institute

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	N/A				

Prime: Hispanispace, LLC dba ThinkNow Research

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Hispanispace, LLC dba ThinkNow Research (DBE/SBE/LSBE Prime)	X	X		X

Prime: Maroon Society, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Maroon Society, Inc. (DBE/SBE/LSBE Prime)	X	X		X

Prime: Redhill Group, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Redhill Group, Inc. (SBE Prime)	X			
2.	Temps, Inc. (LSBE)	X	X		X
3.	Lazar Translating & Interpreting	X			X

Discipline 2: Online and Telephone Survey

Prime: Barrios and Associates, LLC dba Communications Lab

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Barrios and Associates, LLC dba Communications Lab (SBE/DBE Prime)	X			X

Prime: EMC Research, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Customer Research International (LSBE)		X		X

Prime: Maroon Society, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Maroon Society, Inc. (DBE/SBE/LSBE Prime)	X	X		X

Prime: Quantum Market Research, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	N/A				

Prime: Redhill Group, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Redhill Group, Inc. (SBE Prime)	X			
2.	Temps, Inc. (LSBE)	X	X		X
3.	Lazar Translating & Interpreting	X			X

Discipline 3: Qualitative Research

Prime: Barrios and Associates, LLC dba Communications Lab

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Barrios and Associates, LLC dba Communications Lab (SBE/DBE Prime)	X			X

Prime: EMC Research, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Customer Research International (LSBE)		X		X

Prime: Hispanispace, LLC dba ThinkNow Research

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Hispanispace, LLC dba ThinkNow Research (DBE/SBE/LSBE Prime)	X	X		X

Prime: Maroon Society, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Maroon Society, Inc. (DBE/SBE/LSBE Prime)	X	X		X

Prime: Quantum Market Research, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	N/A				

Prime: Redhill Group, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Redhill Group, Inc. (SBE Prime)	X			
2.	Temps, Inc. (LSBE)	X	X		X
3.	Lazar Translating & Interpreting	X			X

Discipline 4: User Experience Testing

Prime: Redhill Group, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Redhill Group, Inc. (SBE Prime)	X			
2.	Temps, Inc. (LSBE)	X	X		X
3.	Lazar Translating & Interpreting	X			X

Discipline 5: General Research Support

Prime: Maroon Society, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Maroon Society, Inc. (DBE/SBE/LSBE Prime)	X	X		X

Prime: Redhill Group, Inc.

	Subcontractors	SBE	LSBE	DVBE	DBE
1.	Redhill Group, Inc. (SBE Prime)	X			
2.	Temps, Inc.	X	X		X
3.	Lazar Translating & Interpreting	X			X

B. Living Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

D. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.