



## Board Report

**File #:** 2023-0731, **File Type:** Informational Report

**Agenda Number:** 14.

### CONSTRUCTION COMMITTEE JANUARY 18, 2024

**SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY (PLA/CCP)**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending September 2023.

#### **ISSUE**

In January 2012, the Board approved the Project Labor Agreement (PLA) with the Los Angeles/Orange Counties Building and Construction Trades Council and the Construction Careers Policy (CCP), with a subsequent renewal in January 2017. The PLA/CCP encourages construction employment and training opportunities for members of economically disadvantaged areas throughout the United States on Metro's construction projects. An added value of the PLA is that work stoppages are prohibited.

In addition, Metro's PLA/CCP provides equitable opportunities for the historically underserved population, including women, with high-wage career opportunities in the construction industry.

#### **BACKGROUND**

Consistent with the Board approved PLA and CCP (PLA/CCP), prime contractors are required to provide Metro with monthly reports detailing progress towards meeting the targeted worker hiring goals. Additionally, consistent with Metro's Labor Compliance policy and federal Executive Order 11246 (EO 11246), the prime contractors provide Metro with worker utilization data by ethnicity and gender. In accordance with EO 11246, Metro's program-wide goal for female participation in PLA/CCP construction projects is 6.90%.

#### **DISCUSSION**

Metro's PLA/CCP provides training and employment opportunities in the construction industry to individuals from economically disadvantaged areas and individuals that are socially barriered. Since Metro's PLA/CCP inception and up to this reporting period, over \$542 million in wages have been paid to individuals residing in economically disadvantaged areas, and over \$101 million in wages

paid to disadvantaged individuals.

This report provides a status update on the construction contracts covered by the PLA/CCP, including an overview of the Diversity and Economic Opportunity Department (DEOD) staff's efforts on female participation. This report provides an update on the PLA/CCP through the quarter ending September 2023 (Attachment A).

### A. PLA/CCP Status Update

As of September 2023, there are 16 active construction contracts with PLA/CCP program requirements, including ten contracts subject to the Local Hire Initiative. Fourteen contractors exceeded the 40% Targeted Worker Goal (from economically disadvantaged areas), ten exceeded the 20% Apprentice Worker Goal, and eleven exceeded the 10% Disadvantaged Worker Goal. Thirty-two completed construction contracts were subject to the PLA/CCP. Overall (aggregate), PLA/CCP program-wide attainment of the three workforce goals has been met and exceeded.

The following tables represent the active construction projects as of the September 2023 quarterly reporting period.

### Projects Subject to National Targeted Worker (from economically disadvantaged areas of the US)

Project Name	Prime Contractor	Project Completion Percent	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Crenshaw/LAX Transit Corridor	Walsh/Shea Constructors	99.90%	60.09%	23.44%	10.29%	3.61% = C	34.46%
Regional Connector Transit Corridor	Regional Connectors, JV	99.75%	62.89%	20.01%	10.62%	4.06% = C	73.29%
Westside Subway Extension Project, Sec 1	Skanska-Taylor-Shea, JV	98.17%	63.00%	20.00%	12.09%	3.93% = C	82.80%
Purple Line Ext. Sec. 3 – Stations Project	Tutor Perini/O&G, JV	28.86%	61.10%	13.27%	10.46%	3.45% = C	79.74%
Rail to Rail Active Transportation Corridor	Griffith Company	50.81%	63.51%	20.61%	10.79%	7.72% = A	24.95%
Rosecrans/Marquardt Grand Separation Project	Flatiron	63.13%	57.36%	20.79%	9.92%	1.46% = F	99.88%

Please refer to Attachment A (PLA/CCP Brochure) for additional information on each project.

Project Completion Percent is based on estimated work hours as provided by the Prime.

### Projects Subject to Local Hire Initiative (from economically disadvantaged areas of Los Angeles County)

Project Name	Prime Contractor	Project Completion Percent	Local Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Westside PLE Project, Section 2 – D/B	Tutor Perini/O&G, JV	59.32%	42.64%	16.68%	9.18%	2.74% = D	55.43%
Purple Line Ex. Sec 3 – Tunnels Project	Frontier Kemper/Tutor Perini Corp.	94.44%	43.28%	18.60%	10.33%	3.63% = C	48.83%
Soundwall #11 Construction	Powell Constructors, Inc.	98.61%	42.19%	20.32%	10.84%	0.52% = F	70.04%
Div. 20 Portal Widening Turnback Project	Tutor Perini Corp.	75.13%	47.17%	17.78%	12.77%	6.70% = B	46.51%
Metro Center St. Project	SJ Amoroso Construction	64.53%	51.90%	27.46%	11.69%	1.52% = F	60.89%
Airport Metro Connector Transit Station	Tutor Perini Corp.	70.50%	49.20%	18.68%	8.86%	3.59% = C	55.79%
Division 20 TPSS (PWT 2)	C3M Power Systems	62.11%	29.68%	23.26%	23.15%	0.00% = F	68.97%
CLAX Construction Punch Out Work	Griffith Company	57.85%	42.10%	20.17%	12.22%	2.48% = F	85.63%
Harbor Gateway Transit Center Electric Charging Station	Pro-Cal Lighting, Inc.	42.92%	60.85%	26.57%	0.00%	0.58% = F	0.00%
ESFV Adv. Utility Adjustment/DWP	W.A. Rasic Company	34.01%	16.64%	12.08%	5.08%	0.00% = F	44.97%

Please refer to Attachment A (PLA/CCP Brochure) for additional information on each project.

Project Completion Percent is based on estimated work hours as provided by the Prime.

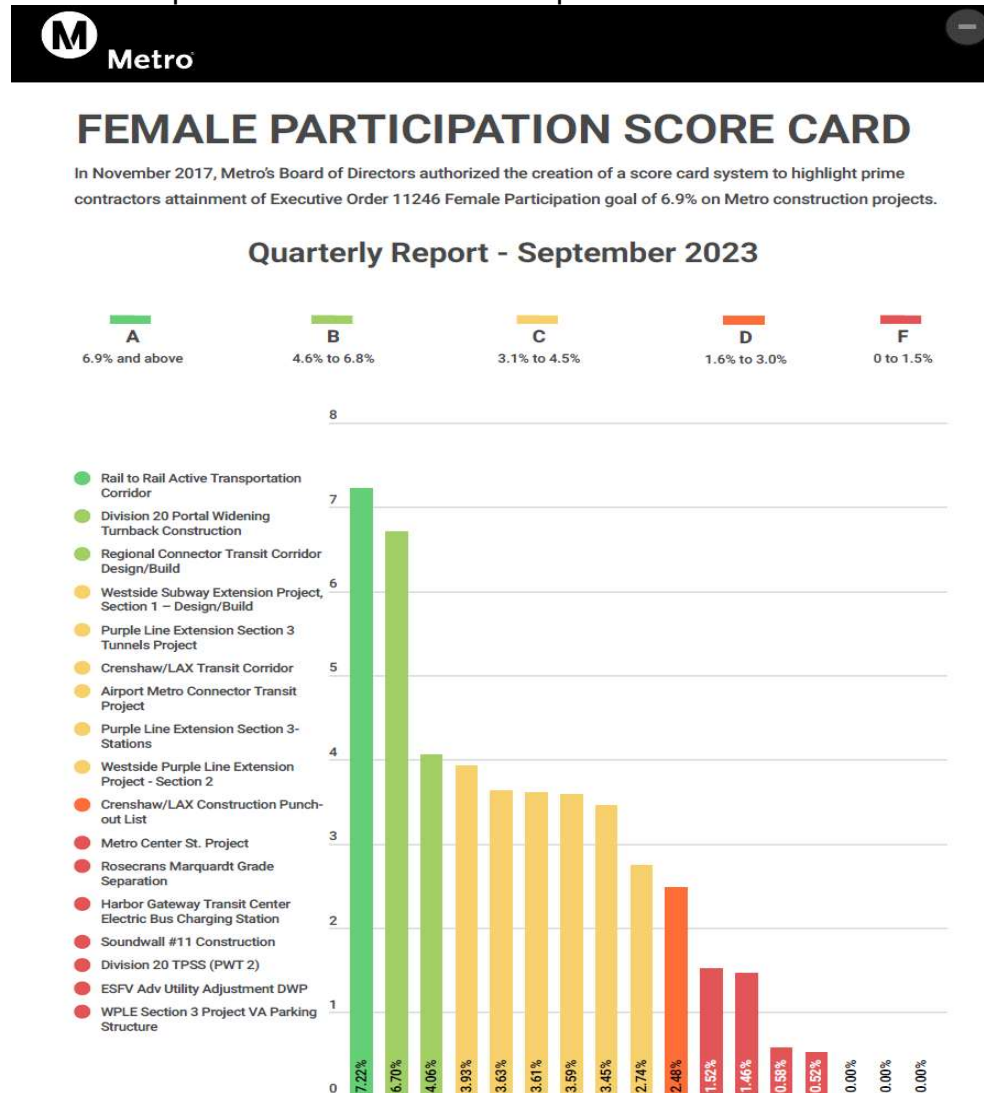
\*Part of Metro's PLA/CCP workforce requirement is the utilization of disadvantaged workers on projects. One of the nine criteria for a Disadvantaged Worker is having a criminal record or other involvement with the criminal justice system. The data shown in the tables above (last column) is the percentage of Disadvantaged Workers (based on hours worked) that have criminal records or involvement with the criminal justice system and that have worked or are actively working on Metro's PLA/CCP projects.

## Female Workers on Active Construction Projects

In November 2017, the Metro Board of Directors (Board) approved a motion to encourage contractors on Metro construction projects to increase the participation of women by meeting or exceeding the nationwide female participation goal of 6.9% as set forth by Executive Order 11246.

Included in the motion is the creation of a report card/score card system reflecting the attainment of the female participation goals for Metro Project Labor Agreement/Construction Careers Policy contractors that is aimed at encouraging contractors to exceed the 6.9% female participation goal.

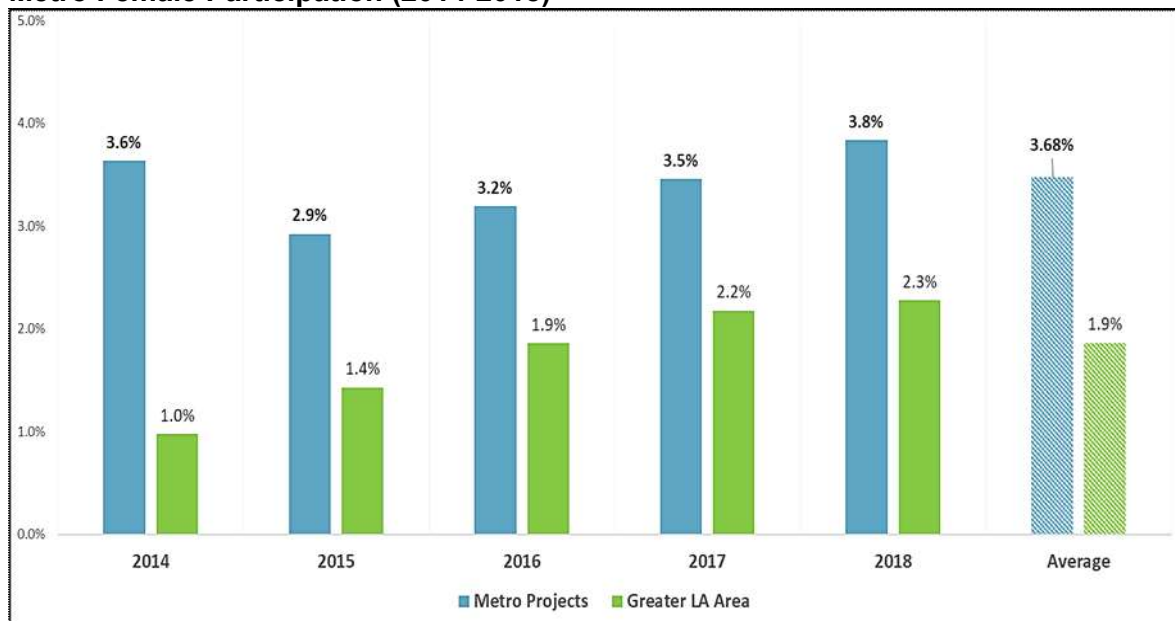
Below is the Female Participation Score Card as of September 2023.



The average female participation in Metro construction projects is at 3.71% of total work hours, which is higher compared to less than 2.0% on other non-Metro public works construction projects in the region. The national average for women in construction is below 3.0%.

The following chart represents Metro female participation by year compared to other non-Metro projects in the region.

**Metro Female Participation (2014-2018)**



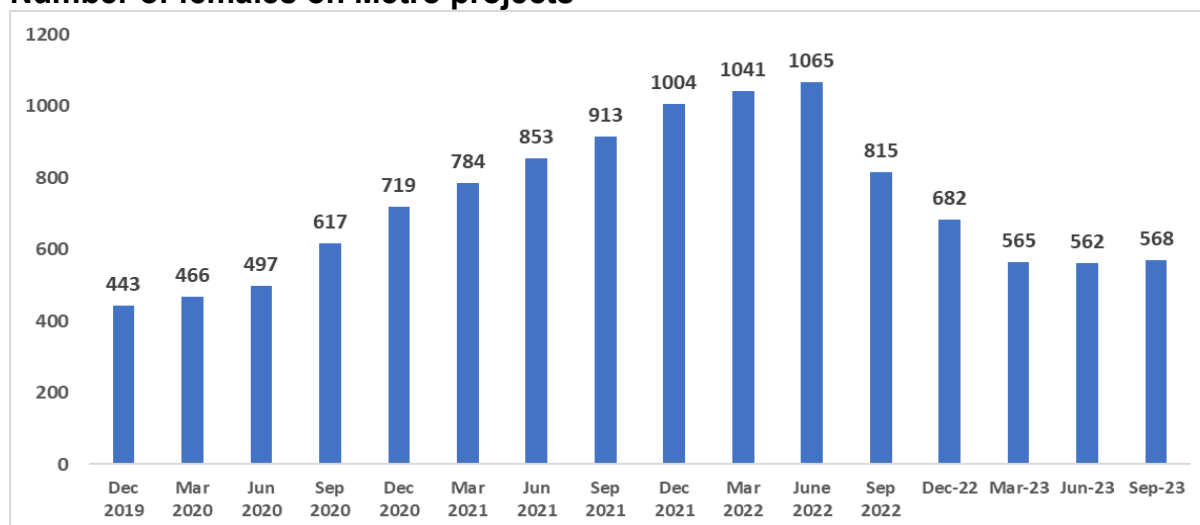
Source: Estolano Lesar

**Advisors - Disparity Study**

Staff understands the importance of increasing female participation in Metro's projects for equity and workforce availability reasons and is actively taking measures to increase and create opportunities.

Below is a chart of the number of females within the last four years on construction projects.

## Number of females on Metro projects



Source: As reported

by the prime contractors. This table counts each individual tradeswomen only once (no double counting), even if an individual worked on multiple projects.

The number of female workers on Metro projects decreased from 2022 to 2023 due to the completion of the Crenshaw/LAX Transit Corridor and Regional Connector Transit Corridor projects.

Staff are currently working with the unions and jobs coordinators to refer female workers who have completed their work assignments to other active Metro construction projects.

Staff continue to focus on strategies to support the outreach, recruitment, and retention of women into the trades, focusing on Metro's PLA/CCP construction projects. Listed below are strategies implemented to increase female participation on Metro's construction projects.

- Female Participation Score Card - Staff continues to grade each contractor's performance quarterly by using a score card that reflects percentages of worked hours performed by females hired by Metro's contractors to encourage meeting the 6.9% goal.
- Periodic Jobs Coordinator meetings - Staff conduct periodic meetings with job coordinators to discuss best practices and identify outreach and recruitment opportunities. The most recent meeting focused on female recruitment and referral into union boot-camps and pre-apprenticeship programs.
- Transition Coordination - Staff continues to assist female workers transitioning to other active or upcoming Metro projects as projects near the end of construction.
- Notice to Prime Contractors - Staff continues to issue notices to prime contractors not meeting the female participation goal at 25%, 50%, and 75% project completion.
- Women in the Trades Resource Guide (Attachment B) - Staff has developed a comprehensive guide to recruit, employ, and retain women in construction careers, to assist prime contractors

in recruiting female workers.

- Collaboration with Unions - Staff has established a collaboration with the Laborers Union and Southwest Regional Council of Carpenters to directly refer female workers to the apprenticeship programs. Upon completion, participants are referred to Metro's contractors for employment opportunities.
- Outreach - Staff continue to outreach to community-based organizations, pre-apprenticeship schools, and building trades to promote and increase female recruitment in the construction industry. As of this reporting period, staff participated in two job fairs which resulted in twelve females referred to job coordinators for pre-apprenticeship programs.
- Partnerships with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC) and the Executive Secretary to focus on increasing female participation in the construction industry, including prioritizing and dispatching female workers on Metro construction projects.

In addition, the following are strategies under development to support and increase female participation in Metro's projects.

- Metro and Laborers Union (Local 300) are collaborating to establish a tunnel worker training facility in the LA region. Currently, the only training facility for tunnel workers is in Seattle, Washington, which creates a hardship for local individuals to participate. Establishing a local tunnel worker training facility will help fulfill the LA region's need for tunnel workers, with priority given to females interested in starting as tunnel/miner workers. As of this reporting period, the following efforts have been made.
  - Laborers Training School finalized the class curriculum in partnership with Washington State University for the tunnel training school.
  - Laborers Training School has started classroom safety training classes as a pre-requisite course prior to the actual hands-on tunnel training. Approximately 25 individuals have completed the classroom courses including 5 female participants. Laborers Union are continually recruiting female union members to participate in this specialized training.
  - Metro will provide some financial support for the tunnel worker training, purchase of PPE equipment and cost for the hands-on training for the participants. The hands-on training portion of the class will continue to be done in Seattle, Washington, until the Laborers Union and Laborers Training School secure a local working site to accommodate the hands-on portion of the tunnel training.
  - Target date for the start of the hands-on tunnel worker training in Seattle, Washington is



the 2<sup>nd</sup> quarter of calendar year 2024.

- Metro to launch a Joint Awareness Campaign in collaboration with LAOCBTC, union trades, prime contractors, and community-based organizations to build future workforce capacity with a special focus on females.
  - Launch a website connecting females to pre-apprenticeship training sponsored by LAOCBTC by 1<sup>st</sup> quarter of calendar 2024.
- Consistently support the Women Build Metro LA (WBMLA) events. The WBMLA events are geared to introduce the construction career path for women throughout Los Angeles County. Staff has invited Metro's prime contractors to participate and recruit females interested in starting a career in construction.
- Collaborate with Women in Non-Traditional Employment Roles (WINTER) to continuously seek grant opportunities to help empower, train, educate, and prepare women for transformative careers in the construction industry. In addition, Metro shall provide continuous employment referrals to female graduates of WINTER on Metro project sites.
- Further collaborate with the LA County Department of Economic Opportunity (DEO) in recruiting females interested in starting a career in construction and establishing an ongoing referral system of individuals to pre-apprenticeship programs available through the LA County DEO network of services.

Furthermore, staff will continue to provide ongoing assessment of the female participation score card, monitoring of contractor's performance, and recognition of contractors that successfully meet or exceed the 6.9% goal or demonstrate highly commendable efforts in the recruitment, retention, and/or professional development of women on Metro's construction projects.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Metro's Project Labor Agreement/Construction Careers Policy (PLA/CCP) supports strategic plan goal #3 to enhance communities and lives through mobility and access to opportunity.

### **EQUITY PLATFORM**

Metro's Project Labor Agreement and Construction Careers Policy continue to create employment opportunities for marginalized and vulnerable community members in the construction industry for workers with historical barriers to employment. In addition, through Executive Order (EO) 11246, Metro strives to diversify the workforce on construction projects to improve access to career opportunities and serve as a catalyst for improving the socio-economic status of minorities and women.



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As of this reporting period, all active PLA/CCP construction projects have exceeded the minority participation goal of 28.30%. Metro has continued ongoing efforts undertaken by staff to increase female participation, including outreach to women in construction to obtain insight and best practices for contractors and female workers in the construction industry (details in Attachment B). In addition, Metro helps the Construction Building Trades unions to increase their female membership by encouraging contractors to hire/sponsor females into the construction trades. Staff attributes these strategies to contribute to an average female participation rate in Metro construction projects (3.71%) that is higher than historical participation rates in other non-Metro public works construction projects in the region (less than 2%) and the national average for women in construction (less than 3%). Additionally, staff monitors each project female attainment on a monthly basis and provides assistance to contractors to continually increase female participation.

### **NEXT STEPS**

DEOD staff will continue to monitor the contractors' efforts and initiate the various strategies and activities as outlined in this report. Staff will continue to monitor and deliver best practices, initiatives, and outreach efforts to promote awareness, engagement, and participation in construction career opportunities.

### **ATTACHMENTS**

Attachment A - PLA/CCP Quarterly Brochure  
Attachment B - Women in the Trades Resource Guide

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# PLA/CCP



## Metro's Project Labor Agreement and Construction Careers Policy

September 2023



**Metro**<sup>®</sup>



## Overview

In January 2012, the Metro Board approved the Project Labor Agreement (PLA) with the Los Angeles/Orange Counties Building and Construction Trades Council and the Construction Careers Policy (CCP). The primary benefit of the PLA is that it encourages construction employment and training opportunities in economically disadvantaged areas throughout the United States on federally-assisted contracts. Another benefit is that it prohibits work stoppages.

The PLA goals are:

- > **40% participation of construction workers residing in economically disadvantaged areas**
- > **20% apprentice participation**
- > **10% participation of disadvantaged workers (meeting two of nine disadvantaged criteria)**

Consistent with the Board-approved PLA/CCP, prime contractors are required to provide monthly reports detailing progress towards meeting the targeted worker hiring goals. Additionally, per Metro's Labor Compliance policy and Federal Executive Order 11246, prime contractors provide Metro with worker utilization data by ethnicity and gender. (See page 6).

**Economically Disadvantaged** – Area where the median household income is less than \$40K per year.

**Disadvantaged** – Economically disadvantaged; also satisfying at least two of the following nine categories: 1) homeless, 2) single custodial parent, 3) receiving public assistance, 4) lacking GED or high school diploma, 5) criminal record or history with criminal justice system, 6) chronically unemployed, 7) emancipated from foster care, 8) veteran from Iraq or Afghanistan war, or 9) apprentice with less than 15% hours needed to graduate to journeyworker. Criminal justice system percentages are a subset of the 10% Disadvantaged hours category.

# Figures at a Glance

## PLA CONTRACTS – INCEPTION TO DATE



## CONTRACT VALUE



*\*One project has been awarded but has not yet started.*

## APPRENTICE WORKERS



CRENSHAW/LAX  
TRANSIT CORRIDOR  
PROJECT (PROJECT  
BEGAN 8/2013)



REGIONAL CONNECTOR  
TRANSIT CORRIDOR  
PROJECT (PROJECT  
BEGAN 9/2014)



WESTSIDE SUBWAY  
EXT. PROJECT,  
SEC 1 – DESIGN  
BUILD (PROJECT  
BEGAN 11/2015)



WESTSIDE PURPLE  
LINE EXTENSION  
PROJECT, SECTION  
2 (PROJECT BEGAN  
4/2017)

## PLA WORKER HOURS (PROGRAM-WIDE) ACTIVE AND CLOSED PROJECTS

**28,871,841.21 hours**

TOTAL CONSTRUCTION HOURS  
THROUGH SEPTEMBER 2023

**21,545,380.46 hours**

TOTAL APPRENTICEABLE HOURS  
THROUGH SEPTEMBER 2023

**58.10% (16,773,924.02 hours)**

ECONOMICALLY DISADVANTAGED

**21.23% (4,573,592.14 hours)**

APPRENTICE

**10.89% (3,144,437.67 hours)**

DISADVANTAGED

## Fast Facts on Metro's Project Labor Agreement

- > Metro is the **first** transit agency in the nation to adopt a PLA that includes a targeted hiring emphasis on apprentices, low income and previously excluded members of society into the trades.
- > The U.S. Secretary of Labor visited Metro and the Crenshaw/LAX Transit Corridor Project in August 2014 and highlighted the PLA/CCP as a success and national model.
- > **No** work stoppages or lockouts have occurred since the start of the program.



## Female Participation in Construction

Through its Project Labor Agreement and Construction Careers Policy, Metro is striving to diversify the workforce on construction projects to improve access to career opportunities and serve as a catalyst for improving socio-economic status for minorities and women. Although the national average for women in construction is below 3%, Metro's goal is to exceed the Executive Order 11246 female utilization goal of 6.9%. Metro's current female participation average is 3.71%.

In November 2017, Metro's board passed a motion authorizing the agency to create and publish a score card system that reflects percentages of women hired by Metro contractors; develop an incentive program to encourage contractors to exceed the national goal; and require contractors to demonstrate how they are promoting a diverse and inclusive work environment.

## Women Build Metro LA (WBMLA)






Women Build Metro LA is a culmination of community advocates, stake holders and decision makers, including private and public sectors. Together we are committed to increasing the ranks of qualified women candidates for apprenticeship and placement with all Trades. With our partners and stake holders, including our Woman Build Metro LA Committee, we are passionate about increasing female participation, given that women currently make up less than 3% of the construction trade workforce. We are proud to educate and support women in construction under Metro's Project Labor Agreement and Construction Careers Policy.

# Female Participation Score Card

SEPTEMBER 2023

The Metro Board voted to create a score card system to highlight those contractors who meet and exceed the Executive Order 11246 female participation goal of 6.9% on Metro construction projects.

ACTIVE PROJECTS	PRIME CONTRACTOR	GRADE	%
Rail to Rail Active Transportation Corridor	Griffith Company	A	7.22%
Division 20 Portal Widening Turnback	Tutor Perini Corp	B	6.70%
Regional Connector Transit Corridor Design/Build	Regional Connector Constructors, JV	C	4.06%
Westside Subway Extension Project, Section 1 – Design Build	Skanska, Traylor, Shea, JV	C	3.93%
Purple Line Extension, Section 3 – Tunnel Project D/B	Frontier Kemper/Tutor Pernin, JV	C	3.63%
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	C	3.61%
Airport Metro Connector Transit Station	Tutor Perini Corp	C	3.59%
Purple Line Extension, Section 3 – Stations Project D/B	Tutor Perini/ O&G, JV	C	3.45%
Westside Purple Line Extension Project, Section 2 – Design Build	Tutor Perini/ O&G, JV	D	2.74%
Crenshaw/LAX Construction Punch-out List	Griffith Company	D	2.48%
Metro Center Street Project D/B	Amoroso Construction Co., Inc.	F	1.52%
Rosecrans Marquardt Grade Sep.	Flatiron West, Inc.	F	1.46%
Harbor Gateway Transit Center Electric Charging Infrastructure	Pro-Cal Lighting, Inc.	F	0.58%
Soundwall #11 Construction	Powell Constructors, Inc.	F	0.52%
Division 20 TPSS (PWT 2)	C3M Powersystems	F	0.00%
ESFV Adv Utility Adjustment DWP Power Design	W.A. Rasic Construction	F	0.00%

	<b>A</b>	6.9% and above		<b>B</b>	4.6% to 6.8%		<b>C</b>	3.1% to 4.5%
	<b>D</b>	1.6% to 3.0%		<b>F</b>	0% to 1.5%			

To view the Score Card detail summary, visit [metro.net/pla](https://metro.net/pla).



# Current PLA/CCP Project Attainments

TARGETED WORKER ACTIVITY BY ACTIVE PROJECT (CUMULATIVE)	% PROJECT COMPLETE	PLA/CCP			% OF DISADV WORKERS IN THE CRIMINAL JUSTICE SYSTEM CATEGORY
		GOAL 40% ECON DISADV	GOAL 20% APPRENTICE	GOAL 10% DISADV	
Crenshaw/LAX Transit Corridor	99.90%	60.09%	23.44%	10.29%	34.46%
Regional Connector Transit Corridor Design/Build	98.75%	62.89%	20.01%	10.62%	73.29%
Westside Subway Extension Project, Section 1 – Design/Build	99.17%	63.00%	20.02%	12.09%	82.80%
Westside Purple Line Extension Project, Section 2 – Design Build	59.32%	42.64%	16.68%	9.18%	55.43%
Purple Line Extension, Section 3-Tunnel Project D/B	94.44%	43.28%	18.60%	10.33%	48.83%
Purple Line Extension, Section 3 – Stations Project D/B	28.86%	61.10%	13.27%	10.46%	79.74%
Soundwall #11 Construction	98.61%	42.19%	20.32%	10.84%	70.04%
Division 20 Portal Widening Turnback	75.13%	47.17%	17.78%	12.77%	46.51%
Metro Center Street Project D/B	64.53%	51.90%	27.46%	11.69%	60.89%
Division 20 TPSS (PWT 2)	62.11%	29.68%	23.26%	23.15%	68.97%
Rail to Rail Active Transportation Corridor	50.81%	63.51%	20.61%	10.79%	24.95%
Airport Metro Connector Transit Station	59.06%	49.20%	18.68%	8.86%	55.79%
Crenshaw/LAX Construction Punch Out Work	57.85%	42.10%	20.17%	12.22%	85.63%
Rosecrans/Marquardt Grade Separation Project	63.13%	57.36%	20.79%	9.92%	99.88%
Harbor Gateway Transit Center Electric Charging Infrastructure	42.92%	60.85%	26.57%	0.00%	0.00%
ESFV Adv Utility Adjustment DWP Power Design	34.01%	16.61%	12.08%	5.08%	44.97%

Project % completion is based on projected work hours as provided by the prime contractors.

Data through Sept 2023

# Current Projects Executive Order 11246 Attainments

ACTIVE PROJECTS SUBJECT TO METRO'S PLA/CCP	AFRICAN AMERICAN	ASIAN	CAUCASIAN	HISPANIC	NATIVE AMERICAN	OTHER/ NOT SPECIFIED	GOAL 28.30% MINORITY	GOAL 6.90% FEMALE
Crenshaw/LAX Transit Corridor	11.20%	1.46%	20.42%	63.25%	0.81%	2.86%	76.72%	3.61%
Regional Connector Transit Corridor Design/Build	5.08%	0.87%	19.88%	66.97%	0.77%	6.44%	73.69%	4.06%
Westside Subway Extension Project, Section 1 – D/B	7.48%	1.57%	19.32%	62.67%	0.60%	8.37%	72.32%	3.93%
Westside Purple Line Extension Project, Section 2 – D/B	5.78%	1.45%	22.15%	64.75%	1.19%	4.68%	73.17%	2.74%
Purple Line Extension Project, Section 3 – Tunnel Project D/B	6.47%	0.76%	23.32%	60.72%	0.78%	7.95%	68.73%	3.63%
Purple Line Extension Project, Section 3 – Stations Project D/B	4.60%	2.30%	21.49%	69.99%	0.14%	1.48%	77.03%	3.45%
Soundwall #11 Construction	3.53%	0.01%	11.39%	80.73%	0.00%	4.34%	84.27%	0.52%
Division 20 Portal Widening Turnback	4.36%	1.81%	20.83%	68.93%	1.37%	2.69%	76.47%	6.70%
Metro Center Street Project D/B	3.51%	2.82%	31.73%	57.71%	0.14%	4.08%	64.18%	1.52%
Division 20 TPSS (PWT 2)	3.41%	0.16%	60.73%	34.94%	0.00%	0.75%	38.51%	0.00%
Rail to Rail Active Transportation Corridor	1.44%	2.22%	12.29%	47.27%	0.87%	35.91%	51.80%	7.22%
Airport Metro Connector Transit Station	2.97%	1.13%	14.44%	70.50%	1.63%	9.33%	76.23%	3.59%
Crenshaw/LAX Construction Punch Out Work	0.99%	0.63%	10.17%	43.31%	0.00%	44.90%	44.93%	2.48%
Rosecrans/Marquardt Grade Separation Project	1.54%	0.00%	16.80%	68.74%	0.89%	12.03%	71.17%	1.46%
Harbor Gateway Transit Center Electric Charging Infrastructure	25.35%	0.62%	7.72%	59.33%	0.00%	6.98%	85.30%	0.58%
ESFV Adv Utility Adjustment DWP Power Design	0.15%	0.08%	43.45%	55.55%	0.00%	0.77%	55.78%	0.00%

# Metro is building the workforce of

Metro's PLA/CCP facilitates new training and apprenticeship opportunities. These programs also help those who reside in economically disadvantaged communities. Here's a look at just a few of the workers who have found success.



## Frances Macias Aguilar

Frances Macias Aguilar is a mother of eight who has a passion for the construction trades. As a member of Laborers Local 300, Frances is certified in lane closures and works on the team that handles traffic control for the Regional Connector Transit Corridor Project in the heavily congested streets of downtown Los Angeles. Frances' job is to close street lanes to traffic throughout the various active construction sites in the city. Francis says joining the laborers has changed her life dramatically, she looks forward to moving up the ladder and bringing more females into this male-dominated field.



## Anna Aguirre

Anna Aguirre was born and raised in Downey, CA. She attended Downey High School and worked toward her higher education degree at Rio Hondo College in the field of Merchandising and Marketing. She continued to work in the retail industry for the next 10 years, until she decided to change her career path. Following this decision she attended an outreach event for women in the trades, where she was able to meet staff from Laborers Local 1309. Anna was so fascinated by the opportunities in trades, that she quit her job in retail and started to seek sponsorship opportunities into the Local 1309. With the sponsorship of the Local 1309 she was dispatched to The Griffith Company as a General Laborer, working on the Rail-to-Rail project. For the past two years, she has been working hard on this project and has rose to the level of a 3rd period apprentice. Besides being a General Laborer at The Griffith Company, Anna is a proud mother of one son, age 6. She credits the Local 1309 and Griffith Company for being able to provide a quality life for herself and her son.



## Patricia Allen

As a child, Patricia was determined to be different and reject the gender roles that were expected of her. After making some mistakes within the justice system, Patricia decided that she needed to make a positive change in her life. Fourteen years ago, Patricia found the change she was looking for when a friend suggested that she look into a career in construction and encouraged her to register for the Laborers Union Bootcamp, and that's just what she did. While in training, Patricia earned the respect of her female peers and motivated them to push themselves as she had, to overcome the fear of entering a male dominated field and constantly reminded them to work hard because, "You are only as good as your training." Throughout her career in construction, Patricia has been able to provide a comfortable life for herself and her son. Patricia also has the distinction of being the only female miner on the Westside Purple Line Extension Project and hopes that her work will inspire other women to follow in her footsteps.

# tomorrow.

opportunities for workers across the region.  
disadvantaged areas to find jobs and training opportunities on Metro projects.  
is working on PLA and Measure R projects:



## Sophia Burruel

Sophia Burruel was born and raised in San Pedro, CA. and is a dedicated single mother of four, with two sons and two daughters. Sophia's career began working in the medical field at Torrance Memorial, and then moved on to working at a refinery. After giving birth to her fourth child, Sophia realized that she needed a new career path to support her family. Introduced to the building trades by her siblings, she joined Local Union 1309 in 2016, and is now a Journeyman working on Metro's Eastside Access Improvement Project in the Crenshaw District of South Los Angeles. Sophia shared that she has enjoyed working with her sisters and brothers in the Union, while creating a special bond with those around her. More importantly, the working in construction has allowed her to earn a more desirable wage, learn new skills, and provide a good life for her family.



## Natalie Cervantes

Natalie Cervantes is a 29-year-old Electrical Inside Wireman who represents Local Union IBEW 11. Natalie has been working on the Purple Line Extension 1 project for the past year and a half. Prior to her career in construction, Natalie was self-employed and struggling to make ends meet. She decided that she wanted to go into the construction industry to have a more stable, well-paying job. Compared to her old career path, she finds that a career in construction is more fulfilling, since she can learn something new every day to keep the job interesting. The need for Natalie to find another career path was also necessary to support her family, since she is a single mother of 4. A career in construction provided her with great benefit that she can take advantage of. There are better working hours, which has allowed her to finish work and still have time to take care of her kids. With better pay, she has been able to consistently provide for her family and make ends meet.



## Katherine Cruz

Katherine Cruz wanted a career that didn't keep her behind the desk. She wanted to be challenged, so she "traded in her high heels for steel toed boots". Starting off her construction career as a single mother of four, Katherine joined the Local 300 Laborer's Union and began to work on the Purple Line Extension 1 project as an Apprentice. She then worked her way up to Journeyman to help construct the Regional Connector project. Throughout Katherine's career she has been honored by local, state, and federal officials as she has been groundbreaking in her own right as one of the few women who first began working on these Mega projects. With her determination she was hired as the first female Instructor for Local 300's Laborer's Training School. Today, Katherine is not just a role model to her peers and students, but also to her daughter, Genesis who followed in her footsteps and joined Local 300 Laborer's Union.



## Guy Denuccio

Guy is a 1st Period Laborers Apprentice on Metro's Purple Line Extension, Section 1 project. A native of Southern California, Guy enjoys baseball and was a standout athlete in his youth. Before working for Skanska on PLE Section 1, Guy made some regrettable decisions and was incarcerated for nine years. While incarcerated, he vowed to never repeat the same mistakes and promised himself he would get out and begin a life and career his family would be proud of. After being paroled, Guy enrolled in an MC3 training program. After completion, he was given the opportunity to begin working right away. Guy thinks back to his time in the criminal justice system and says, "I'm never going back; this opportunity has given me a chance to change my life and I am proud to be part of building the future of Los Angeles."



## Catherine Dillon

Catherine Ann Dillon was born in Lancaster, CA, and was educated through the Saddleback Academy homeschool program. After high school, she worked at a Scout Camp for young adults. While working at the camp, Catherine watched her father welding, and she showed interest. He began to teach her basic welds. From that point, Catherine decided to reach out to Ironworkers Local 433 and register with their Union. Shortly after registering with Local 433, Catherine contacted Skanska, and seeing her potential, they sponsored her into the union. Catherine is now an Eighth Period Apprentice and loves being a part of the team working on Metro's Westside Purple Line Extension Project.



## Jenna Dorrough

In 2017, Jenna Dorrough graduated from Women in Non-Traditional Employment Roles' (WINTER) pre-apprenticeship training program as a Carpenter. Since then, Jenna has become certified in OSHA 30, CPR and HAZPOWER training and recounts her story on how she became interested in the building trades. Originally a security guard on a construction project, she was inspired by women on the job site, considering construction is traditionally a male-dominated field. Currently, Jenna is working on Metro's Regional Connector project as a Carpenter where she works every day to gain as much knowledge as possible and ultimately achieve her goal of becoming a crane operator and welder. With her success, Jenna was honored by WINTER this past November 2018 as the Female Craft Worker of the Year.



## Jermaine Edwards

Jermaine Edwards was born and raised in Southeast Los Angeles. After time in prison, he decided he wanted to turn his life around and begin a career in construction, and found an opportunity to work as a Skill Craft Laborer on the Crenshaw/LAX Transit project. Jermaine remains humble about his current success, and even mentors some of his fellow coworkers who have recently transitioned from the prison system into the workplace.



## Eric Falcon

After spending 15 years of incarceration, Eric Falcon vowed to never return to prison. Eric wanted a better life for himself and his family, which led him to attend a pre-apprenticeship training sponsored by Southwest Carpenters Training through the “My Brother’s Keeper” program. Upon completion of the program, Eric was hired as a Carpenter (Local 409) on the Westside Purple Line Subway Extension Project, Section 1. A husband and father of three, Eric grew up in the South Los Angeles area, where he continues to reside and raise his family. Eric is grateful for the opportunity that Westside Purple Line team has provided him.



## Jessica Flores

Born in East Los Angeles, Jessica attended Eagle Rock High School. Later, Jessica obtained her Welding certificate from Pasadena City College. While working at the Broad Art Museum, Jessica observed the construction work taking place across the street at Metro’s Regional Connector project site. Through this interest, Jessica made the courageous decision to begin a career in construction. Jessica registered and completed the Laborers Union Bootcamp construction training program. Upon completion of her rigorous training, she immediately applied for work at the Regional Connector project and was hired by Skanska. Proudly, Jessica is now a Sixth Period Apprentice and loves her new career.



## Yurvina Hernandez

Before becoming a Laborer Apprentice, Yurvina Hernandez had never considered going into the field, even though her family owns a construction business and she grew up around the industry. Yurvina’s sister-in-law encouraged her to join a construction training program along with her, and Yurvina quickly discovered that she enjoyed the job. She went on to graduate from the boot camp and joined her union, Local 300. Now, Yurvina is a Level 4 Apprentice on the Purple Line Extension Section 3 Tunnels project. Working at the ground level, she inspects segments of the massive tunnel boring machines, and guides crane operators as they lower equipment into the tail track exit shaft, which is the staging area that leads into the underground tunnels. Yurvina would tell anyone considering a career in construction, especially women, “Never be afraid to try something new.” After all, that’s exactly what she did.



## Christina Lara

Christina Lara comes from a construction family; both of her parents retired from Laborers Local 300. Prior to this project, Christina installed industrial water pipelines in Pasadena. In the beginning of 2022, Christina followed in her parents’ footsteps and became a Journeyman for Local 300. Shortly afterwards, Christina began to work on her first tunnels project, Metro’s Purple Line Extension 3. At this project Christina has learned a lot from her colleagues and was recently promoted to a Miner position, which is an opportunity that few women have. In her position, Christina spends the entirety of her shift working underground as a bottom lander, where it is her responsibility to support the ongoing work in the tunnels by coordinating equipment going back and forth to the surface. So, while her work can be exhausting, it is also rewarding. “At the end of the day, you feel like you’ve had a purpose” she explains, “You’ve been successful in achieving something.”





### Dezdon Lewis

Dezdon Lewis was recently awarded the prestigious “Participant of the Year” award from Playa Vista Jobs (PV Jobs) and a Certificate of Recognition from Congresswoman Lucille Roybal-Allard. After being incarcerated for a number of years, Dezdon knew it was time to make a change and teamed up with PV Jobs, who helped him get a job placement within the building trades on Metro’s Crenshaw/LAX Transit Corridor project. For Dezdon, what began as an entry-level ditch digging position has transitioned into a role of leadership and responsibility, where he is now an Inspector in Charge of Segment Eight Health, Safety and Environment on the project. Dezdon recounts his journey from his time in the criminal justice system to his new leadership role, and actively encourages former inmates to “look above” their situations, create life goals and stick to them.



### Belia Lopez

Belia has always taken a nontraditional approach to life. Since her youth, she has always enjoyed working with her hands and was always fascinated with figuring out how things work. After working in auto body shops for over five years, Belia decided it was time to make a change. The construction industry seemed like a natural transition and she enrolled in an MC3 training program. Belia is currently a 1st Period Apprentice with IBEW Local 11 and is working as an electrician on Metro’s Purple Line Extension, Section 1 project. Belia states that she has enjoyed every aspect of the challenges she has faced in the construction industry and looks forward to continuing her personal growth and development in the trades.



### John Mackey

John Mackey works on the Regional Connector project in downtown Los Angeles. Although he struggled with finding a job, he says his new position changed his life dramatically and has allowed him to successfully save money, and he plans to start his own business. Due to this job, he is no longer living at the LA Mission on Skid Row and has moved to a transitional living home. John compared his new job on the Regional Connector project to “winning the lottery.”



### Marelly Mendoza

Marelly Mendoza is a single mother of four and native of Los Angeles, California. A few years ago, she was introduced to construction by family and found her calling in the building trades. Since then, she has completed the Laborer’s Training Academy and began her career in the trades as Laborer with Local 300. Marelly’s journey in the trades has led her to work on mega projects, including Metro’s Crenshaw/LAX Transit Corridor and most recently, Metro’s Purple Line Extension, Section 2.



### Ricshawn Moore

Growing up, Ricshawn Moore faced all of the challenges many of our young men face in today’s communities. Raised by a hardworking mother in Compton after his father passed away when Ricshawn was just two, he spent too much time on the streets as a teen and ended up struggling with gangs. Ricshawn kept an open mind, worked hard and today is earning a living as a union-scale laborer on the much-anticipated Crenshaw/LAX Transit Corridor Project.





### Cynthia Piña

Cynthia Piña grew up in Rosemead, CA, and moved to Watts 10 years ago. During her time in Watts, she became involved with the wrong crowd and moved in and out of the justice system. As a mother of two, she was determined to turn her life around. She enrolled herself in a pre-apprenticeship program and upon completion was hired as a Laborer (Local 300) on the Westside Purple Line Subway Extension Project, Section 1. Through hard work and dedication, Cynthia now is a 4th Period Apprentice, continually learning new skills and progressing in her trade.



### Lance Reed

Raised in Whittier, California, Lance Reed began his career in construction when a representative from the Laborers' Union visited the prison where he was incarcerated. The union offered a training program to help prepare individuals to apply for jobs in the industry, and Lance saw this as a chance to set himself up for success after his release. Lance was eventually hired by Valverde Construction, and today he is a General Superintendent. He manages field operations for Valverde Construction on Sections 2 and 3, where he mostly works underground, relocating and installing utility lines. Lance is proud of the work he does and looks forward to the project's completion, when he can visit the finished stations with his children and grandchildren to show them what he helped build. "If you never give up and continue working hard," Lance says, "anything can be done."



### Rhonda Rodriguez

When asked why Rhonda Rodriguez chose to being her career in construction, she responded, "well, I had some challenges in my past that did not afford me to find a career that would allow me to feel fulfilled and sustained, so I decided to make a bad situation into a positive one". Now, the only female Foreman on Metro's SEED LA School project, Rhonda is calling the shots. Reigning from the San Gabriel Valley and standing a whopping 4' 11 3/4", Rhonda attended the construction pre-apprentice training school offered at Cerritos college and then joined the Iron Workers Union Local 433. Completing her apprenticeship, and graduating to Journey level, Rhonda had proven to her superintendent that she may be "small in stature, but big in performance and personality", and was promoted to foreman on the SEED LA School project. At her project site she is a well-respected team member and continues to enjoy and excel in her knowledge of her craft and promotes other women to enter the building trades as their next career path.



### Petra Sanchez

Petra Sanchez is a single mother of two and a former Jobs Coordinator for Women in Non-Traditional Employment Roles, (WINTER). When her role with WINTER came to an end, Petra decided that she would pursue the very same path she had been leading other women to pursue in WINTER's pre-apprenticeship training program. Since completing her training, Petra has been working on Metro's Crenshaw/LAX Transit Corridor project as an Operating Engineer. Petra states that this new opportunity has provided the stability and flexibility that she was looking for and she is thrilled to be part of the city's transportation future.



### Kimberly Taylor

Kimberly Taylor is a veteran of the construction industry. Seven years ago she decided that she wanted to be part of something more challenging, both mentally and physically; and she decided that construction was the career for her. Today, Kimberly is working on Metro's Westside Purple Line Extension Project as a Gas Detection Technician. Kimberly plays a vital role not only ensuring the safety of her fellow workers on this project but also keeping the project on schedule. She is proud of the work she does and the impact that women like her have made in this industry.



### Jason Thomas

After spending some time in prison, Jason Thomas attended a pre-apprenticeship boot camp sponsored by the Los Angeles County Federation of Labor/LAOC Building Trades, Los Angeles Trade Technical College and ARC. The day after his graduation, Jason interviewed with Walsh Shea Corridor Constructors, and now is working on the Crenshaw/LAX Transit Corridor project, as an Operating Engineer (Local 12).



### Melinda Thomas

Melinda Thomas is from Los Angeles, California and started her career in construction with the Local 300 Laborers' Union. She is currently a General Laborer for the Purple Line Extension Section 1 Project. For the past 7 years she has worked on the PLE1 construction site, to improve Los Angeles' public transportation infrastructure. Melinda manages a variety of duties, mainly at the entrance of the PLE1 site. There, she works as a traffic control flagger that allows worksite vehicles to enter/exit the construction site in a manner that doesn't create a traffic hazard. In addition, it is her responsibility to keep the construction site secure by monitoring and verifying that only authorized individuals are accessing the construction site. Lastly, she directs where the supplies go within the construction site, to keep the project area safe, and organized for all her fellow laborers.



### Angel Valles

Angel Valles is relatively new to the construction industry having only entered the "My Brother's Keeper" program for construction pre-apprentice training last year. Since then, Angel has relished the opportunity to develop the skills necessary to have an impactful and lasting career in the industry as a Carpenter. For the past seven months, she has been working as a 1st Period Apprentice on Metro's Regional Connector Transit Corridor project. When asked what triggered her interest in the trades, Angel responded, "I wanted a physically demanding career that would allow me to use my hands and teach me the skills I need to become a better carpenter."



### **Lorrie Williams**

Lorrie is a 3rd Period Apprentice from the Pile Drivers/Carpenters Union working on the Regional Connector project. Lorrie started her career in the trades later than most, having spent many years working in refineries as fire-watch and performing other related tasks. Lorrie decided that she wanted to know more about the construction industry and work in something more hands on, which led her to join the trades. After completing the Maxine Waters MC3 program, Lorrie attended an event where she met representatives from Skanska, the prime contractor for the Regional Connector project. Lorrie found that safety is a big area of interest for her and hopes to work in safety coordination one day. Currently, she holds eight OSHA certificates and is working on obtaining the Construction Health and Safety Technician (CHST) certificate. Lorrie wakes up happy to go to work and loves that she can be a part of history by shaping the LA landscape for future generations.



### **Whitney Winans**

Whitney Winans, a determined 25-year-old from Compton, CA, who now resides in South Los Angeles, does not let anything stand in the way of her success. As a participant of the Southwest Carpenters Training through the “My Brother’s Keeper” program, Whitney is now a 1st Period Apprentice working on the Crenshaw/LAX Transit Corridor Project. Whitney encourages other young women to consider a career in construction.



### **Marvin Wong**

Marvin Wong started his career in construction in 2016, after serving as a United States Marine from 2003 to 2007. Once Marvin left the service and returned home, he fell into trouble and faced some legal issues, resulting in him serving time in prison. After his release, Marvin resided at the VA transitional housing, and wanted to change his life and get back on track. At the VA, Marvin was referred to a construction pre-apprenticeship program with Career Expansions, Inc. After graduating from the program, he was later sent to the Westside Purple Line Project 1 project and was hired as a First Period Apprentice. Through his newfound employment, Marvin has risen through the ranks quickly and will soon be at a Journey level. Marvin’s success has afforded him to gain a stable lifestyle and the opportunity to purchase his first home. Today, Marvin speaks to other veterans about the construction industry and how the benefits can change their lives as it has done for him.

# Pilot Local Hire Initiatives

The Federal Transit Administration (FTA) has announced an initiative to permit FTA recipients and subrecipients to utilize geographic, economic, or other hiring preferences on FTA-Funded construction projects. This initiative will be carried out as a pilot program for a period of four years (unless extended) under authority provided in the Consolidated Appropriations Act, 2021, the Federal grants management regulation, and a recent Office of Management and Budget Memorandum (March 19, 2021).

The new Pilot Local Hire Initiative enables Metro to implement local hiring requirements on United States Department of Transportation (USDOT) contract opportunities advertised during the four-year pilot period of May 21, 2021 through May 21, 2025.

## Contact Us

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**Metro**<sup>®</sup>



# PLA/CCP



## Women in the Trades Resource Guide

A Comprehensive Guide to Recruit, Employ  
and Retain Women in Construction Careers



**Metro**<sup>®</sup>






## Encouraging Contractors to Increase Women's Workforce Participation on Metro Construction Projects

The purpose of this resource guide is to provide insight and best practices to contractors and female workers in the construction industry. This guide should be used as a toolkit for contractors to recruit, employ and retain women in construction careers. Metro encourages contractors to not only use the resources in this guide, but to share this information with their subcontractors, jobs coordinators, site foreman and construction workers. Additionally, contractors are to use the toolkit to promote an inclusive workforce to foster a safe, productive and diverse work environment.

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## 1. Outreach Strategies

An effective outreach strategy is critical in reaching women candidates interested in construction careers. Contractors should conduct outreach for each construction project and should participate in events sponsored by community-based organizations. Examples of the most effective outreach strategies include:

**a. Conduct outreach job fairs for your construction projects.**

- > Invite jobs coordinators, Metro staff and the Los Angeles/ Orange County Building and Construction Trades Council (LA/OCBCTC) to attend your outreach event and provide support. Contact the joint labor-management apprenticeship programs of the building trades-affiliated unions: [laocbuildingtrades.org/apprenticeship-building-trades](http://laocbuildingtrades.org/apprenticeship-building-trades).
- > Conduct job fairs prior to the start of the construction project, periodically, or as needed as appropriate on large projects.
- > Properly advertise the job fair to receive maximum participation and highlight the opportunities and benefits that can spark interest for women construction workers in your advertisement.

**b. Establish a collaborative workforce network with the job coordinators and workforce partners, such as America's Job Centers of California (AJCC). Participate in their outreach events, which are listed on their websites. A few of the workforce partner organizations are:**

1. Women Build Metro Los Angeles outreach events
2. Women in Non-Traditional Employment Roles (W.I.N.T.E.R.)
3. Flintridge Center
4. LAX Pre-Apprentice Construction Training
5. Playa Vista Jobs (PV Jobs)
6. 2nd Call
7. Friends Outside in Los Angeles County
8. Youth Build

**C. Utilize Los Angeles WorkSource Centers/AJCCs to sponsor or host on-site recruitments at their locations. Publicize your efforts to attract the candidate pool in which you need to fulfill your specialized hiring requirements. Below is a list of Los Angeles City and County-funded WorkSource/AJCC centers that have construction sector recruiting and/or training initiatives.**

1. Goodwill Industries (Northeast Los Angeles WorkSource Center): [info@goodwillsocal.org](mailto:info@goodwillsocal.org)
2. Coalition for Responsible Community Development (Vernon – Central/LA Trade Tech College WorkSource Center): [coalitionrcd.org](http://coalitionrcd.org)
3. Arbor ResCare East Los Angeles:  
[rescare.com/workforceservices/locations/?state=California](http://rescare.com/workforceservices/locations/?state=California)
4. Managed Career Solutions (MCS) Pomona Valley:  
[mcsocalifornia.com/locations](http://mcsocalifornia.com/locations)
5. El Proyecto del Barrio (Sun Valley WorkSource Center):  
[elproyecto.us](http://elproyecto.us)
6. Harbor Gateway (Harbor/San Pedro WorkSource Center):  
[pacific-gateway.org/harbor](http://pacific-gateway.org/harbor)
7. South Los Angeles (LA Southwest College):  
[jvsla.org](http://jvsla.org)
8. South Bay/Inglewood One Stop: [sbwib.org/home](http://sbwib.org/home)
9. Housing Authority of the City of Los Angeles: (HACLA Watts WorkSource) Center: [ewddlacity.com/index.php/employment-services/adults-age-24-and-older/worksource-centers#watts-los-angeles](http://ewddlacity.com/index.php/employment-services/adults-age-24-and-older/worksource-centers#watts-los-angeles)
10. Asian American Drug Abuse Program (AADAP West Adams WorkSource Center): [aadapinc.org](http://aadapinc.org)
11. Veterans AJCC (Bob Hope Patriotic Hall, LA): [jvs-socal.org/programs-and-services/worksource-center-services/overview](http://jvs-socal.org/programs-and-services/worksource-center-services/overview)

12. United Auto Workers (UAW Crenshaw South Los Angeles WorkSource Center): [letc.com](http://letc.com)
  13. Watts Labor Community Action Committee (WLCAC Watts WorkSource Center): [wlcac.org](http://wlcac.org)
  14. Pacific Asian Consortium in Employment (PACE WorkSource Center): [pacela.org](http://pacela.org)
- d. Coordinate with Metro's Workforce Initiative Now-Los Angeles (WIN-LA) to provide supportive services and career coaching for candidates seeking careers in the construction industry. To learn more about WIN-LA, please visit [winla.metro.net](http://winla.metro.net).**
  - e. Coordinate with local Employment Development Department (EDD) office to track unemployed candidates through their base wage file and statewide database.**
  - f. Coordinate with Metro staff to utilize Metro's social media platforms (i.e. Facebook, Instagram, popular online job banks and event pages to reach potential candidates).**
  - g. E-blast your recruitment event flyers to share outreach efforts with community-based organizations and workforce partners.**
  - h. Attend workforce development meetings focused on providing training and employment opportunities for women in the construction industry.**
  - i. Participate in outreach events within the community, community colleges and vocational training schools.**
    1. Women Build Metro Los Angeles-Apprenticeship Readiness Fairs
    2. LA Metro Community Outreach and Veteran Events
    3. Los Angeles Community Job Fairs
    4. Los Angeles Trade Technical College Job Fairs
    5. Los Angeles Economic Development Department (EDD) Job Fairs
    6. California Community Connection Corporation (C4) Construction & Associated Careers Awareness Day (Los Angeles Trade Technical College)

Keep records of all outreach activities as required by your PLA/CCP contractor and jobs coordinator responsibilities. Inform PLA/CCP staff of outreach events to be posted on Metro's PLA/CCP upcoming events page.



## 2. Recruitment

Best practices for a successful recruitment are the pillars of every great employment hire. By utilizing the suggested best practices below, one can effectively outreach to skilled and qualified construction applicants.

- a.** Contractors and jobs coordinators must have an accurate understanding of open and upcoming craft positions that need to be filled.
- b.** The contractor's Employment Hiring Plan (EHP) should also include estimates of which crafts will be needed and when they should be used during the project.
- c.** In the event a contractor's workforce participation has a female percentage below 6.9%, their hiring focus should be on recruiting female workers for the crafts to be used for upcoming scopes of work.
- d.** The contractor should assess their outreach efforts and follow up with workforce partners through the job coordinator to receive possible candidates that are qualified for the upcoming scopes of work.
- e.** Host your recruitment event at a location that is easily accessible for candidates, such as America's Job Center, Union Hall, or a community-based organization facility, such as Inglewood One Stop, LAUSD MC3 Location, Local 300 Bootcamp location.

- f.** Work with Metro staff to advertise your recruitment by posting to LA Metro's social media platforms (i.e. Facebook, Instagram, as well as popular online job banks, or event pages).
- g.** E-blast flyers of recruitment events to reach the maximum number of female candidates as possible.
- h.** Work with your community-based organization partner to assist with prescreening, recruiting and scheduling interviews with candidates prior to the recruitment event.
- i.** Ensure that new candidates entering the construction field have been enrolled in or have completed the MC3 training curriculum. Refer to Section 7.
- j.** Track the status of interviewed candidates and create a list of potential recruits that have not yet been selected. This list should be utilized when future hiring needs arise.
- k.** Utilize the [Request for Craft Employees](#) form and keep record of your requests. The Request for Craft Employees form is used to request workers that help the contractor meet their Targeted Worker, Apprentice Worker, Disadvantaged Worker, Minority and Female Worker percentage goals.

### 3. Training Resources/ Pre-Apprenticeship Recruitment

The following is a list of Pre-Apprenticeship training programs approved by the Building Trades (LA/OCBCTC) that offer the MC3 curriculum. Please see Attachment A for additional information.

1. Anti-Recidivism Coalition
2. Flintridge Center
3. Women in Non-Traditional Employment Roles (WINTER)
4. Antelope Valley College
5. Cerritos College
6. Career Expansion, Inc.
7. Long Beach City College

8. Los Angeles Southwest College
9. Los Angeles Trade Tech College
10. Los Angeles Unified School District Local District North West (High School Programs)
11. YouthBuild Charter School of California (16- to 24-year-olds, 15 locations in LA County)
12. Los Angeles Unified School District Adult Education/ East Los Angeles Occupational
13. Los Angeles Unified School District Adult Education/ Maxine Waters Employment Preparation Center

Contractors must ensure that all new construction candidates have enrolled in an MC3 training course. It is important for contractors to use job coordinators that will refer MC3 graduates to contractors and LA/OCBCTC-recognized apprenticeship training facilities.



## 4. Worker Retention

Contractors are highly encouraged to focus on retaining female workers. Some best practices for retention are listed below.

- a.** Work with Metro staff and job coordinators to transition workers from projects that are 80% complete to lower any lag time from one project to the next. Utilize the *Female Worker Transition Tracking* sheet to support this effort.
- b.** Implement gender-specific portable toilets on the construction site.
- c.** Engage female workers and offer training and support for career advancement.
- d.** Allow new construction workers to job shadow other apprentices and/or journeymen.
- e.** Create a women's supportive network group on the project/ worksite during the onboarding process. This will allow new female employees to gain both professional and personal support from their peers.
- f.** Network with other job coordinators to assist with placing women on other regional construction projects.
- g.** Be proactive! Encourage your workers to learn additional skills in their trade that will allow for advancement in their trade.
- h.** Provide supportive resources for workers, such as child care, transportation, gender-specific restrooms, financial literacy, a harassment free workplace, and other services mentioned in Section 7.





## 5. Worksite Best Practices

- a.** Ensure all construction staff are aware that the construction site has a zero tolerance for discrimination and sexual harassment.
- b.** Post Equal Employment Opportunity, Non-Discrimination and Sexual Harassment policies in inconspicuous locations at the project site.
- c.** Implement separate male and female restrooms for privacy.
- d.** Follow up with female construction apprentices to ensure they are learning new skills and preparing for advancement.
- e.** Consider implementing child care services for construction workers, or build relationships with service providers to foster assistance with child care.
- f.** Consider joining business networking groups that are specific to the construction industry, or can be a pipeline to recruiting new construction candidates.

## 6. Contractor Dos and Don'ts

### Outreach Dos

1. Conduct outreach events/job fairs for your construction projects.
2. Work with your job coordinators and Metro PLA/CCP staff when implementing outreach events.
3. Maintain an open line of communication with your job coordinator.
4. Work with your local community-based organizations, as well as the city and county WorkSource Centers with outreach efforts.
5. Know your local America's Job Centers of California (AJCC) and Employment Development Department (EDD) office to locate unemployed female construction workers.
6. Advertise and promote outreach efforts on social media outlets.
7. Create a strong community-based e-mail distribution list to e-blast outreach events.
8. Build relationships with local vocational schools for outreach and recruiting events.

### Outreach Don'ts

1. Do not forget to stress that Metro strives to increase the representation of females on Metro construction projects.
2. Do not work in silos. Work with your job coordinator for outreach, recruitment, retention and other PLA/CCP requirements.
3. Do not disengage with the community. Inform community-based organizations and partners of your upcoming projects and/or current projects with Metro.
4. Do not solely promote outreach efforts internally. Use social media.
5. Do not hold outreach events during the same time. (Example: always 8-11 am on Fridays). Host events at different times to allow female candidates with various schedules the opportunity to attend.

### Recruitment Dos

1. Meet regularly (weekly or monthly) with your job coordinator to understand the project's workforce needs.
2. Review the project's Employment Hiring Plan (EHP) and utilize the Request for Craft Employees form to recruit women and under-represented workers for the project.
3. Find qualified candidates through your job coordinator and their workforce partners.

4. Host recruitments at easily accessible locations to hire female and targeted workers, such as local AJCCs, WorkSource Centers, union halls, and other community-based organizations.
5. Use social media to promote your recruiting efforts (i.e.) Instagram, Facebook, LinkedIn, Indeed.com, Construction Jobs, Inc., (*constructionjobs.com*).
6. Provide support for your job coordinator's recruitment efforts. Supply signage, job availability, access to prime contractor business agents and recruiters, upcoming craft or training openings, marketing materials, etc.
7. Communicate with Metro when hiring issues arise (both positive and negative).
8. Share Best Practices at Metro job coordinator quarterly meetings.
9. Highlight female participation success stories.

### Recruitment Don'ts

1. Do not ignore or circumvent your job coordinator's efforts.
2. Do not dismiss your Targeted Worker Summary Report as this identifies where the project's workforce needs exist.
3. Do not implement hiring practices without using the *Request for Craft Employees* form. This form can be referenced as proof of your efforts to recruit female workers and comply with PLA/CCP requirements.

### Training Resources/Pre-Apprenticeship Recruitment Dos

1. Work closely with your job coordinator to develop relationships with MC3 approved pre-apprentice training facilities to refer candidates interested in construction careers.
2. Closely review the Targeted Worker Summary Reports for your project and tailor your recruitments to address low female participation and other low categories.
3. Use the approved Request for Craft Employees form to recruit workers for the project. Use this form to recruit female and minority workers to document your efforts to promote a diverse workforce.

### Training Resources/Pre-Apprenticeship Recruitment Don'ts

1. Do not refer potential construction candidates to non-MC3 pre-apprenticeship training schools. The MC3 Curriculum is proven to assist with training job-ready construction candidates and maintain strong retention on projects.
2. Do not ignore the Targeted Worker Summary Report, or *Request for Craft Employee* form. Identify if and when a recruitment will be needed to continue to maintain your efforts of having a diverse workforce.

## 7. Construction Resource Services

### Women's Support Services, FamilySource, WorkSource and YouthSource Services

<b>Bradley/Milken Family Source Center</b>	1773 E Century Bl LA, CA 90002	213.473.3607	<a href="http://cdd.lacity.org/fam_index.html">cdd.lacity.org/fam_index.html</a>
<b>WLCAC (Watts Action Labor Community Action Committee) FamilySource, &amp; WorkSource Center</b>	1212 E 108th St LA, CA 90059	323.563.5639	<a href="http://wlcac.org">wlcac.org</a>
<b>HACLA (Housing Authority of the City of Los Angeles) Imperial Courts</b>	2220 E 114th St LA, CA 90059	323.249.7751	<a href="http://ewddlacity.com/index.php/employment-services/adults-age-24-and-older/worksource-centers#watts-los-angeles">ewddlacity.com/index.php/employment-services/adults-age-24-and-older/worksource-centers#watts-los-angeles</a>
<b>1736 Family Crisis Center (emergency crisis, legal, youth, and mental health services)</b>	2116 Arlington Av LA, CA 90018	323.737.3900	<a href="http://1736familycrisiscenter.org">1736familycrisiscenter.org</a>
<b>NEW Economics for Women Family Source Center</b>	Los Angeles & Valley Locations	213.483.2060	<a href="http://neweconomicsforwomen.org">neweconomicsforwomen.org</a>
<b>El Nido Family Source Center</b>	4060 S Figueroa St LA, CA 90037	323.998.0093	<a href="http://elnidofamilycenters.org">elnidofamilycenters.org</a>
<b>Brotherhood Crusade YouthSource Center (after-school program/tutoring)</b>	4401 Crenshaw Bl LA, CA 90043	323.545.1130	<a href="http://brotherhoodcrusade.org/venue/youthsource-center">brotherhoodcrusade.org/venue/youthsource-center</a>
<b>Vernon Central WorkSource Center</b>	400 W Washington Bl, LA, CA 90015	213.763.5951	<a href="http://coalitionrcd.org">coalitionrcd.org</a>
<b>Archdiocesan South LA – Exposition Park YouthSource Center</b>	4060 S Figueroa St, LA, CA 90037	323.731.8596	<a href="http://ayela.org">ayela.org</a>
<b>Challengers Boys &amp; Girls Club (before- and after-school pick up &amp; drop off)</b>	5029 S Vermont Av, LA, CA 90037	323.971.6161	<a href="http://bgcmla.org">bgcmla.org</a>

<b>Para Los Niño's Pico Union/Central LA YouthSource Center</b>	234 S Loma Dr LA, CA 90026	213.413.1466	<a href="http://paralosninos.org/services/student-community-services/youth-workforce-services">paralosninos.org/services/student-community-services/youth-workforce-services</a>
<b>CRCD (Coalition for Responsible Community Development) VCN YouthSource Center</b>	1006 E 28th St LA, CA 90011	323.521.1910 x 210	<a href="http://coalitionrcd.org">coalitionrcd.org</a>

## Child Care & After-School Programs

<b>Crystal Stairs, Inc. (child care services)</b>	5110 Goldleaf Cir LA, CA 90056	323.299.8998	<a href="http://crystalstairs.org">crystalstairs.org</a>
<b>Children's Collective, Inc. (child day care, women &amp; family services)</b>	8616 La Tijera Bl Suite 100 LA, CA 90045	310.733.4388	<a href="http://childrenscollective.org">childrenscollective.org</a>
<b>After-School All-Stars</b>	5670 Wilshire Bl Suite 620 LA, CA 90036	323.938-3232	<a href="http://afterschoolallstars.org">afterschoolallstars.org</a>
<b>Youth Policy Institute (YPI)</b>	6464 Sunset Bl Suite 650 LA, CA 90028	800.999.6877	<a href="http://ypiusa.org">ypiusa.org</a>
<b>LA's Best Afterschool Enrichment</b>	711 E 14th Pl LA, CA 90021	213.745.1900	<a href="http://lasbest.org">lasbest.org</a>
<b>arc After School Programs (elementary, middle and high schools)</b>	370 Amapola Av Suite 208 Torrance, CA 90501	310.671.4400	<a href="http://arc-experience.com/programs/los-angeles">arc-experience.com/programs/los-angeles</a>
<b>YMCA (before- and after-school care)</b>		213.380.6448	<a href="http://ymcala.org/metro/classes/school-age-child-care">ymcala.org/metro/classes/school-age-child-care</a>
<b>MOMSLA (after-school, summer camps, and more)</b>			<a href="mailto:info@MomsLA.com">info@MomsLA.com</a> <a href="https://momsla.com/11-school-programs-los-angeles">https://momsla.com/11-school-programs-los-angeles</a>
<b>LA County Parks &amp; Recreation Centers (homework clubs, sports)</b>			<a href="http://parks.lacounty.gov/kids-family/?row=1#afterSchoolProgramsColumn">http://parks.lacounty.gov/kids-family/?row=1#afterSchoolProgramsColumn</a>
<b>LA Public Library System (Youth STEAM=Science! Technology! Engineering! Art! Math! academic, homework club &amp; adult literacy tutoring)</b>			<a href="http://lapl.org/steam/welcome">lapl.org/steam/welcome</a>

## Gender Sensitivity & Management Training Resources

<b>Traliant On-Line Sensitivity Training</b>	929.223.4336	<a href="http://traliant.com/online-anti-harassment-anti-discrimination-sensitivity-training">traliant.com/online-anti-harassment-anti-discrimination-sensitivity-training</a>
<b>Minority Aids Project, (M.A.P.)</b>	323.936.4949	<a href="http://minorityaidsproject.org">minorityaidsproject.org</a>
<b>Southern California Sanitation (Port-O-Potty Rental)</b>	800.850.8871 Construction Sales: 626.786.4479	<a href="http://southerncaliforniasanitation.com">southerncaliforniasanitation.com</a>
<b>A&amp;J Portables Los Angeles, Orange, Riverside &amp; San Bernardino</b>	562.299.8582	<a href="http://ajportabletoilets.com">ajportabletoilets.com</a>
<b>National Construction Rentals</b>	323.838.1800	<a href="http://rentnational.com/los-angeles">rentnational.com/los-angeles</a>
<b>Eagle Portables, Inc.</b>	310.537.0516	<a href="http://eagleportables.com">eagleportables.com</a>
<b>Associated General Contractors of America (AGC) On-Line Gender Sensitivity Training</b>		<a href="http://www.agc.org/learn/resource-library/training-video-diversity-rules-harassment-sensitivity-correction-training">www.agc.org/learn/resource-library/training-video-diversity-rules-harassment-sensitivity-correction-training</a>
<b>Pro Trade Craft Breaking Down Gender Bias: A Tool Kit for Construction Business Owners</b>		<a href="http://protradecraft.com/breaking-down-gender-bias-toolkit-construction-business-owners">protradecraft.com/breaking-down-gender-bias-toolkit-construction-business-owners</a>
<b>Slide Share on LinkedIn</b>		<a href="http://slideshare.net/MrP26/basic-gender-sensitivity-training">slideshare.net/MrP26/basic-gender-sensitivity-training</a>

## Ex-Offender/New Contributor Resources

<b>PV Jobs</b>	4112 S Main St LA, CA 90037	323.432.3955	<a href="http://pvjobs.org">pvjobs.org</a>
<b>Shields for Families</b>	11601 S Western Av, LA, CA 90047	213.242.5000	<a href="http://shieldsforfamilies.org/contact-us">shieldsforfamilies.org/contact-us</a>
<b>Friends Outside</b>	1827 E 103rd St LA, CA 90002	323.249.9683	<a href="http://friendsoutsidela.org">friendsoutsidela.org</a>
<b>Volunteers of America Los Angeles</b>	543 Crocker St LA, CA 90013	213.286.0333	<a href="http://voala.org">voala.org</a>
<b>Timelist</b>	3801 Somerset Dr LA, CA 90008	323.389.8664	<a href="http://timelistgroup.org">timelistgroup.org</a>
<b>Clean 360</b>	212 W Regent St Inglewood, CA 90301	424.702.5555	<a href="http://clean360.org">clean360.org</a>

<b>Homeboy Industries (gang/ex-offender training and employment)</b>	130 W Bruno St LA, CA 90012	323.526.1254	<a href="http://homeboyindustries.org">homeboyindustries.org</a>
<b>Legal Aid Foundation (various locations within LA County)</b>		800.399.4529	<a href="http://lafla.org">lafla.org</a>
<b>California Department of Corrections and Rehabilitation Female Offender Treatment &amp; Employment Program</b>	Various Locations throughout Southern California		<a href="http://cdcr.ca.gov/rehabilitation/FOTEP.html">cdcr.ca.gov/rehabilitation/FOTEP.html</a>
<b>Help For Felons</b>			<a href="http://helpforfelons.org">helpforfelons.org</a>
<b>LARRP (The Los Angeles Regional Reentry Partnership)</b>			<a href="http://lareentry.org">lareentry.org</a>
<b>Jobs for Felons Hub</b>			<a href="http://jobsforfelonshub.com">jobsforfelonshub.com</a>

## Healthcare/Housing Resources

<b>WIC (Women Infants &amp; Children)</b>		855.942.7867 <a href="mailto:WICVendorInfo@cdph.ca.gov">WICVendorInfo@cdph.ca.gov</a>	<a href="http://cdph.ca.gov/Programs/CFH/DWICSN/Pages/Program-Landing1.aspx">cdph.ca.gov/Programs/CFH/DWICSN/Pages/Program-Landing1.aspx</a>
<b>South LA Health Projects (women &amp; children's health services)</b>	2930 W Imperial Highway, Suite 601, Inglewood, CA 90303	323.757.7244	<a href="http://slahp.org">slahp.org</a>
<b>South Central Family Health Center</b>	4425 S Central Av LA, CA 90011	323.908.4200	<a href="http://scfhc.org">scfhc.org</a>
<b>Watts Health Care</b>	Various locations throughout South LA	323.564.4331	<a href="http://wattshealth.org">wattshealth.org</a>
<b>Village Health</b>	4077 W. Pico Bl LA, CA 90019	323.733.0471	<a href="http://villagehealthfoundation.org">villagehealthfoundation.org</a>
<b>California Black Women's Health Project</b>	9800 S La Cienega Bl, Suite 905 Inglewood, CA 90301	310.412.1828	<a href="http://cabwhp.org">cabwhp.org</a>
<b>T.H.E. Clinic, Inc.</b>	Various locations in Los Angeles & South LA	323.730.1920	<a href="http://tohelpeveryone.org">tohelpeveryone.org</a>



## Healthcare/Housing Resources (cont.)

<b>Umma Community Clinic</b>	711 W Florence Av LA, CA, 90044	323.789.5610	<a href="http://ummaclinic.org">ummaclinic.org</a>
<b>H.O.P.I.C.S. Homeless Outreach Program/Integrated Care System</b>	5715 S Broadway, LA, CA 90037	323.948.0444	<a href="http://hopics.org">hopics.org</a>
<b>P.A.T.H. People Assisting the Homeless</b>	Los Angeles, Hollywood, & Ventura locations	323.644.2200	<a href="http://epath.org">epath.org</a>
<b>Union Rescue Mission</b>	545 S San Pedro St, LA, CA 90013	213.347.6300	<a href="http://urm.org">urm.org</a>
<b>The Los Angeles Homeless Services Authority (LAHSA)</b>	811 Wilshire Bl Suite 600 LA, CA 90017	213.683.3333	<a href="http://lahsa.org">lahsa.org</a>
<b>L.A. Opportunity Youth Collaborative “Ruth’s Place”</b>	4775 S Broadway LA, CA 90037	323.432.8440	<a href="http://laoyc.org/location/ruths-place">laoyc.org/location/ ruths-place</a>
<b>Operation HOPE (home buyers program)</b>	707 Wilshire Bl LA, CA 90017	213.891.2900	<a href="http://operationhope.org">operationhope.org</a>
<b>Jenesse Center, Inc. (domestic violence shelter)</b>		323.299.9496 800.479.7328	<a href="http://jenesse.org">jenesse.org</a>
<b>Covered California</b>			<a href="http://healthofcalifornia.com">healthofcalifornia.com</a>
<b>Good Shepherd Shelter (domestic violence shelter)</b>			<a href="http://goodshepherdshelter.org">goodshepherdshelter.org</a>
<b>Los Angeles County Housing Resource Center</b>			<a href="http://housing.lacounty.gov">housing.lacounty.gov</a>

## Financial Literacy Resources

<b>LA Public Library Financial Literacy Training</b>	630 W 5th St LA, CA 90071	213.228.7700	<a href="http://lapl.org/money-matters">lapl.org/money-matters</a>
<b>U.S. Small Business Administration</b>	330 N Brand Bl Suite 1200 Glendale, CA 91203	818.552.3437	<a href="http://sba.gov/learning-center.org">sba.gov/learning-center.org</a>
<b>MCS Hollywood BusinessSource Center</b>	4311 Melrose Av LA, CA 90028	323.454.6115	<a href="http://mcscalifornia.com/hollywood-businesssource">mcscalifornia.com/hollywood-businesssource</a>
<b>Vermont Slauson Economic Development Corporation BusinessSource Center</b>	1130 W Slauson Av LA, CA 90044	323.753.2335	<a href="http://vsedc.org">vsedc.org</a>
<b>West Angeles Community Development Corp.</b>	6028 Crenshaw Bl LA, CA 90043	323.751.3440	<a href="http://westangelescdc.org/financial-literacy">westangelescdc.org/financial-literacy</a>
<b>PACE Women's Business Center</b>	1055 Wilshire Bl Suite 900B LA, CA 90017	323.353.9400	<a href="http://pacelabdc.org/programs-and-services/small-business-consulting-services">pacelabdc.org/programs-and-services/small-business-consulting-services</a>
<b>Operation HOPE</b>	(Located inside Los Angeles Youth Empowerment) 750 W 7th St LA, CA 90081		<a href="http://operationhope.org/losangeles">operationhope.org/losangeles</a>
<b>CalCPA Education Foundation</b>			<a href="http://www.calcpa.org">www.calcpa.org</a>

*The provided list of services and providers is to be used as a guide, and is not inclusive of all services and providers in the LA region.*

## Contact Us

For more information, please visit [metro.net/pla](https://metro.net/pla) or contact Metro's Diversity & Economic Opportunity Department:

**Miguel Cabral**, *Executive Officer*  
213.418.3270

**Michael Flores**, *Manager*  
213.922.6387

**Angela Scott**, *Senior DEOD Representative*  
213.922.1028

**Sidney Urmanceev**, *DEOD Representative*  
213.922.5574

**PLA Hotline**  
888.887.3674





# Project Labor Agreement (PLA)/ Construction Careers Policy (CCP) Report

Construction Committee  
January 18, 2024

# PLA/CCP Program Achievements

- **16 Active Construction Projects**
  - **10 projects subject to Local Hire Initiative**
- **Attainment - Program Inception to September 2023**
  - 58.10% Economically Disadvantaged
  - 21.23% Apprentice
  - 10.89% Disadvantaged
- >\$542 Million paid to Targeted Workers \*
  - >\$101 Million paid to Disadvantaged Workers \*
  - >\$147 Million paid to Apprentice Workers\*\*
- Exceeded Targeted/Apprentice/Disadvantaged Worker Goals
- No work stoppages or lockouts

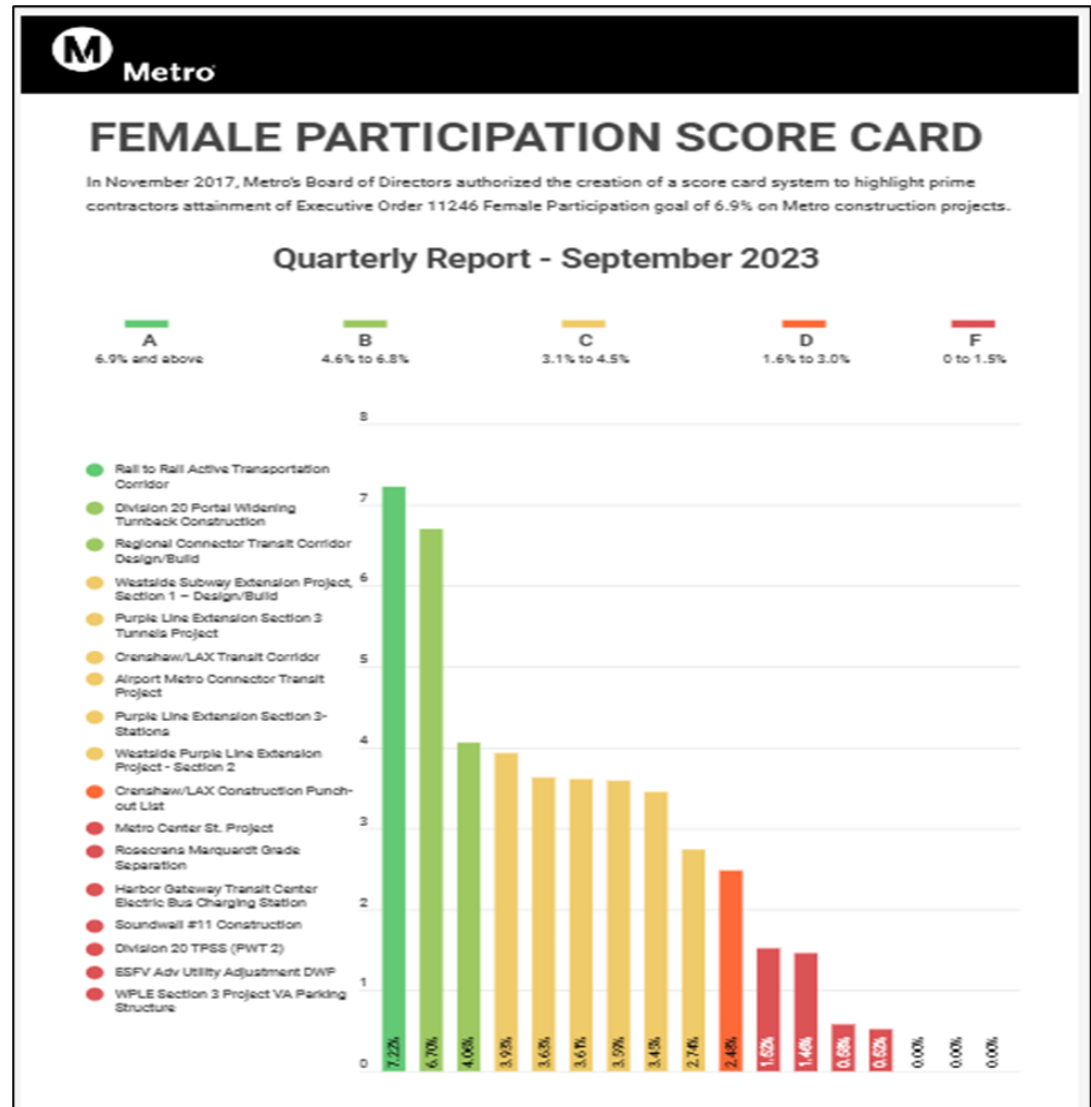


**Metro**

(\*Based on the lowest laborers rate as of June 2017)  
(\*\*Based on the lowest apprentice rate as of January 2017)  
(Workers may fall into multiple categories)

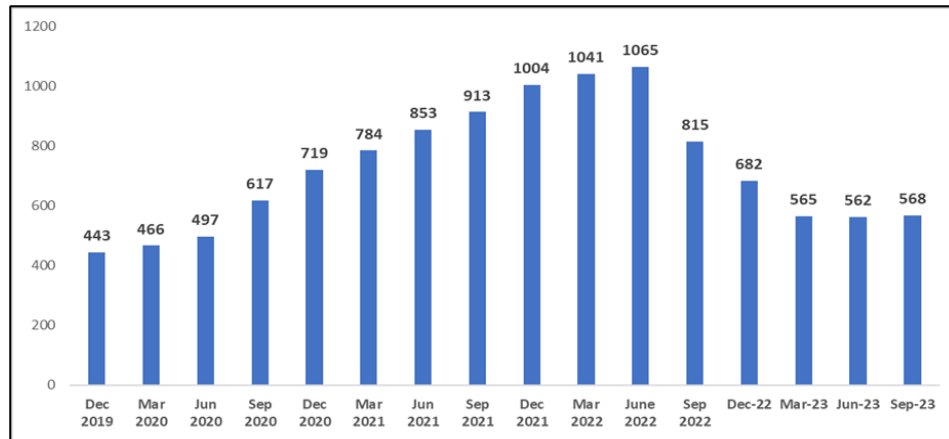
# Female Participation Score Card

- ❖ Overall female participation attainment is 3.71%
- ❖ Highest project grade attainment as of this reporting period is A grade



# Female Participation

- Below is a chart of no of females within the last two years on construction projects

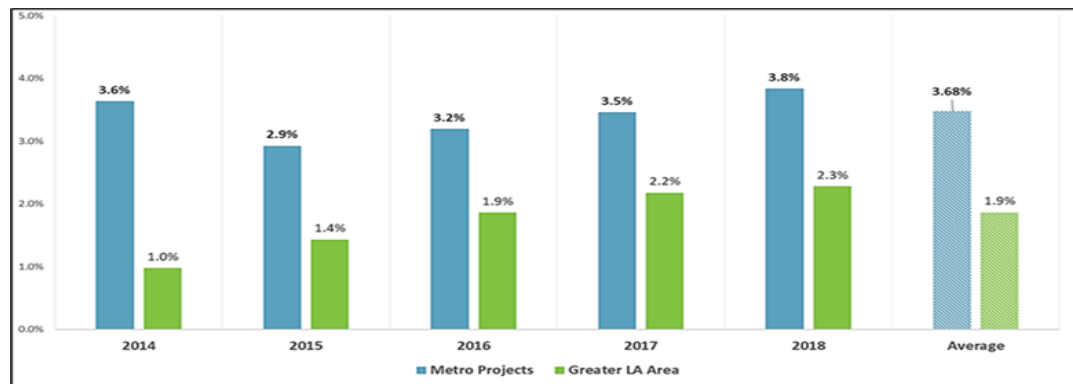


Source: As reported by the prime contractors

No. of female workers on Metro project has decreased due to completion of CLAX and RCC projects.

Staff is currently working with the unions and jobs coordinators to refer females that recently completed their work assignments and are out of work to other active Metro construction projects.

- The following chart represent Metro female participation by year in comparison to other non-Metro projects in the region



Source: Estolano Lesar Advisor - Disparity Study



# Women in the Trades Action Plan

- Metro and Laborers Union (Local 300) are in collaboration to establish a tunnel worker training in the LA region. Pre-requisite safety training classes conducted in Azusa, CA.
- Metro to plan a Joint Awareness Campaign in collaboration with LAOCBTC, union trades, prime contractors, and community-based organization with a focus of building future workforce capacity with special focus on females.
  - Launch website connecting females into pre-apprenticeship training programs by 1<sup>st</sup> quarter of calendar 2024.
- Collaborate with Women in Non-Traditional Employment Role (WINTER) to continuously seek grant opportunities to help empower, train, educate and prepare women for transformative careers in the construction industry. In addition, Metro shall provide continuous employment referral to female graduates of WINTER on Metro project sites.
- Collaborate with LA County Department of Economic Opportunity (DEO) in the recruiting females interested to start a career in construction and establish a system of an ongoing referral to pre-apprenticeship programs



Thank you



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