



Board Report

File #: 2025-1012, File Type: Policy

Agenda Number: 15.

CONSTRUCTION COMMITTEE JANUARY 14, 2026

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

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending September 2025.

ISSUE

In January 2012, the Board approved the Project Labor Agreement (PLA) with the Los Angeles/Orange Counties Building and Construction Trades Council (LAOCBCTC) and the Construction Careers Policy (CCP), with subsequent renewal in January 2017. The PLA and CCP encourage 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.

This report also provides updates on initiatives that stem from the Construction Workforce Disparity Study (study) and Board Motion 13.1 by Directors Horvath, Hahn, Dutra, Solis, and Yaroslavsky, which was approved by the Board on March 25, 2025 (Attachment A).

BACKGROUND

Consistent with the Board-approved PLA and CCP (PLA/CCP), prime contractors must provide Metro with monthly reports detailing their progress toward meeting the targeted worker hiring goals. Additionally, consistent with Metro's Labor Compliance Policy, prime contractors provide Metro with worker utilization data. Metro's program-wide goal for female participation in PLA/CCP construction projects is 6.90%.

In April 2024, Metro commissioned a study to evaluate the availability and participation of female workers necessary for upcoming infrastructure projects. The study aimed to address gaps in workforce diversity, with a particular emphasis on increasing female representation. It identified several barriers that hinder female participation, including challenges related to recruitment, retention, and career advancement in a traditionally male-dominated industry.

Since March 2025, staff have worked to address the study recommendations by collaborating with regional partners, Metro Leadership, and key stakeholders. The progress made in identifying opportunities related to the recommendations, as well as the next steps, has been included in this report.

DISCUSSION

Metro's PLA/CCP provides training and employment opportunities within the construction industry to individuals residing in economically disadvantaged areas and disadvantaged workers. Since Metro's PLA/CCP inception in 2012 and up to this reporting period, over \$682 million in wages have been paid to individuals residing in economically disadvantaged areas, an increase of 2.59% from last quarter's reporting, and over \$132 million in wages paid to disadvantaged workers, an increase of 2.31% from last quarter's reporting. Overall wages expended for PLA workers on all active projects were over \$24 million through the June-September 2025 quarter.

This report provides a status update on the construction contracts the PLA/CCP covers, including an overview of the Diversity and Economic Opportunity Department (DEOD) efforts to increase female participation. It also provides an update on the PLA/CCP through the quarter ending September 2025 (Attachment B).

A. PLA/CCP Status Update

As of the September 2025 reporting period, a total of 24 projects require compliance with PLA/CCP requirements. Among these, 21 are currently active construction projects. Out of these 21 projects, two contracts are subject to the National Targeted Worker Requirements, which focus on workers from economically disadvantaged areas in the United States; 19 contracts are subject to the Local Hire Initiative, which aims to hire workers from economically disadvantaged areas of Los Angeles County. Three (3) of the 24 projects shown in Attachment C have not yet begun the construction phase.

Additionally, five (5) projects are in the pre-award phase, which staff anticipate will require application of the PLA/CCP, subject to award.

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

Of the contractors that are subject to the National Targeted Worker requirement, two exceeded the 40% Targeted Worker Goal (from economically disadvantaged areas); one contractor exceeded the 20% Apprentice Worker Goal (individuals starting a career in construction); and two contractors exceeded the 10% Disadvantaged Worker Goal (Attachment D, Chart A).

Overall (aggregate), PLA/CCP program-wide attainment of the three workforce goals has been met and exceeded due to a collaborative effort between Metro, the Building Trade Unions, and contractors. Since the program inception in 2012, 42 completed construction contracts have been subject to the PLA/CCP requirements.

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

Of the contractors that oversee projects subject to the Local Hire Initiative requirement, 14 contractors exceeded the 40% Targeted Worker Goal (from economically disadvantaged areas); 9 contractors exceeded the 20% Apprentice Worker Goal (individuals starting a career in construction); and 13 contractors exceeded the 10% Disadvantaged Worker Goal (Attachment D, Chart B).

B. Female Workers on Active Construction Projects

In November 2017, the Board approved Motion 33.1 (by Directors Kuehl, Hahn, Garcetti, Dupont-Walker, Solis, Barger and Bowen) to encourage contractors on Metro construction projects to increase the participation of women by meeting or exceeding the federal female participation goal of 6.9%. The motion directed the creation of a report card/scorecard system reflecting the attainment of the female participation goals for Metro PLA/CCP contractors that was established to increase visibility and encourage contractors to achieve the 6.9% female participation goal (Attachment E). The scorecard as of September 2025 can be seen in Attachment F.

Staff continue to attend monthly project meetings, as needed, to communicate directly with prime contractors who are not meeting the female participation goal at key milestones of 25%, 50%, and 75% project completion.

In addition, notices are issued to prime contractors to encourage increased female participation on their projects. For contractors receiving a score grade of “D” or below, notices are issued immediately with recommendations to conduct outreach and implement other efforts aimed at improving female participation.

In LA County, 50% of the adult population are female. The average female participation on Metro construction projects is currently 3.75% of total work hours compared to less than 2.0% on other non-Metro public works construction projects in the Southern California region. The national average for women in the construction building trades is 4.0% and the federal participation goal is 6.9%. As PLA/CCP staff continue to learn information on nationwide best practices, these practices are then shared with jobs coordinators and labor unions to support the recruitment and retention of women in the trades, which remains a regional challenge. These initiatives get implemented through the programs such as Multi-Craft Core Curriculum (MC3) and LA County Justice, Care, and Opportunities Department (JCOD).

A chart showing female participation in Metro’s PLA/CCP construction projects over the last four years can be seen in Attachment G.

[Women Breaking Ground Website <https://womenbreakground.com>](https://womenbreakground.com)

In March 2024, Metro launched the “Women Breaking Ground” website which provides women, who are interested in a career in construction, an avenue for learning how to join an apprenticeship readiness training program and how to get connected to resources.

Through September 2025, over 1,300 individuals have been triaged and given information and resources on starting a career in construction. Over 388 individuals were referred to a pre-apprenticeship training program sponsored by the LAOCBTC Apprentice Readiness Fund, representing an increase of 22 from the previous reporting period. Thus far, 38 individuals have enrolled in pre-apprenticeship training, 33 have graduated from the program and 5 have been placed on Union Apprenticeship jobs.

The website includes testimonials of women who have worked in the trades and gives an overview of their experience. The website is also a tool for women who are already in the trades to get connected to the unions, contractors, and more resources to be placed on a construction job. It is made available through physical outreach materials and digital marketing ads and is accessible through the Metro careers website that can be located in the promo box titled "[Women](https://www.metro.net/about/careers/women/)" [<https://www.metro.net/about/careers/women/>](https://www.metro.net/about/careers/women/)".

Metro continues to advance strategies to support, the outreach, recruitment, and retention of all workers in the disadvantaged workforce categories. These strategies, led by the PLA/CCP staff, are proactive measures that address the regional needs for additional workers. These efforts spread awareness and sparked interest for women in the region.

C. Ongoing Strategies

Listed below are ongoing strategies being implemented by Metro to increase the overall workforce capacity, with a specific focus on increasing female participation on Metro's construction projects.

1. Female Participation Score Card - Staff continue 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.
2. Jobs Coordinator Meetings - Staff conduct periodic meetings with job coordinators to discuss best practices and identify outreach and recruitment opportunities.
3. Transition Coordination - Staff work with the unions and jobs coordinators to refer female workers who have completed their previous work assignments to other active Metro construction projects.
4. Women in the Trades Resource Guide (Attachment H) - Staff developed a comprehensive guide to recruit, employ, and retain women in construction careers, to assist prime contractors in recruiting female workers.
5. Collaboration with Unions - Staff 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.

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6. Outreach - Staff continue to reach out to community-based organizations, pre-apprenticeship schools, and building trades to promote career opportunities and to increase female recruitment in the construction industry (Attachment I). During this reporting period, Metro staff participated in eight job fairs which resulted in seven individuals being referred to job coordinators for pre-apprenticeship programs and/or direct placement.

The following are long-term strategies and efforts to support workforce needs and to increase female participation on Metro's projects:

1. Continue to collaborate with Women in Non-Traditional Employment Roles (WINTER) to help empower, train, educate, and prepare women for transformative careers in the construction industry. In addition, Metro provides continuous employment referrals to female graduates of WINTER on Metro project sites.
2. Continue to collaborate with the LA County Department of Economic Opportunity (DEO), LA County Department of Public Works, and City of Los Angeles Economic Workforce Development Department (EWDD) in recruiting individuals 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.
 - In September 2025, PLA staff began coordinating with the Los Angeles County Department of Public Works (LACDPW) to participate in Women in Trades Advisory Council (WITAC) meeting, which focuses on female participation language in LACDPW, Community Workforce Agreement (CWA). Construction and regional stakeholders, including the LA/OC Building and Trades Council, the Apprentice Readiness Fund, IBEW 11, will also attend. This collaboration will help PLA/CCP identify challenges and learn best practices to improve tradeswomen's participation across Metro projects.
3. Partner with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC) and its Executive Secretary focused on increasing the workforce in the construction industry, including prioritizing and dispatching female workers on Metro construction projects.
4. On September 26, 2025, PLA/CCP staff met with a childcare service provider identified at the North America's Building Trades Unions (NABTU) Tradeswomen Build Nations Conference. Working with our regional partners, PLA/CCP staff will continue to evaluate the potential for this, or similar organizations, as a means to address this potential barrier to careers in construction.
5. Continued Metro support to facilitate WINTER, and the LA County Justice, Care, and Opportunities Department (JCOD) collaboration to launch its first all-female Pre-Apprentice

Construction Readiness training cohort. To allow time for the remodeling of the dormitories, the training start was rescheduled to January 12, 2026. To date 30 potential trainees have completed the interest program and will attend a virtual orientation hosted by WINTER.

Outreach to High Schools and Youth

Metro DEOD staff are dedicated to partnering with industry leaders to significantly enhance apprenticeship programs to effectively build capacity for present and future projects. Below are impactful activities that the team has implemented to inspire high school and community college students to spark their interest in pursuing rewarding careers in the trades. These efforts will inform and empower the next generation of skilled workers.

1. Over the past quarter (June through September 2025), Metro PLA/CCP staff concentrated outreach efforts on community organizations throughout the Los Angeles region to promote careers in the construction industry, particularly since outreach to students was limited due to the summer break. Participating institutions included Construction Industry Education Foundation (CIEF) LA Trades Day, LA City Youth Source, GRID Rooftop Ready Job Fair, East LA College, Metro's Transportation Career Academy Program (TCAP), YouthBuild, and California Conservation Corps.
2. Metro staff will continue to expand engagement with youth to generate interest in trades and create a pipeline of opportunities. The SEED School is also introducing students to a variety of careers, including those within the infrastructure sector.
3. A partnership meeting was convened with both Youth Build and the Conservation Corps by PLA/CCP staff, with a path forward where staff will host 3 student field trips to Metro's new Talent Hub to introduce construction careers. The first field trip took place in October 2025 and additional trips are scheduled to take place in March 2026, and May 2026.
4. On August 6, 2025, Metro staff presented the Women Breaking Ground website and construction career pathways at Congresswoman Maxine Waters' outreach event at Imperial Courts in Watts. Hosted by the South Bay Workforce Investment Board, the event connected residents with information on pre-apprenticeship programs, building trades, and public works opportunities. Attendees engaged with representatives from several trade unions, training programs, and contractors.

Metro will also continue to collaborate with the LA/OC Building Construction Trades Council and its union affiliates to assist in the recruitment efforts of workers.

D. Status Update to Board Motion 13.1

During Metro's Board meeting on March 27, 2025, the Board approved Motion 13.1, which was proposed by Directors Horvath, Hahn, Dutra, Solis, and Yaroslavsky (refer to Attachment A). PLA/CCP staff have been actively engaged in implementing, developing, researching, and meeting to advance the following initiatives and recommendations:

1. Expand Cultural Competency Plan requirements to integrate Community Benefits and Workforce Equity Components into RFP procurements

- DEOD is working with the County Counsel, Vendor/Contract Management, and Office of Equity and Race to review the Cultural Competency Plan and receive guidance regarding the framework.

2. Establish a regional roundtable to activate discussions on goal setting for regional public contracting agencies

The first Regional Roundtable was held on June 24, 2025, with the regional workforce contributors in attendance. The second Regional Roundtable meeting was held on December 12, 2025. The Los Angeles County Department of Economic Opportunity and Los Angeles World Airports agreed to serve as the Co-Chairs for the Regional Roundtable. The agenda for this second meeting included the following items:

- Discuss Challenges: Examine the systemic barriers to attracting, recruiting, and retaining women in the construction workforce, and explore cross-agency opportunities to address these challenges;
- Identify Solutions: Collaboratively develop strategies to overcome identified barriers and support increased participation and retention of women in the skilled trades across the region; and
- Take Action: Implement agreed-upon strategies through individual agencies or as a coordinated Regional Roundtable effort.

3. Conduct a Women in the Trades Regional Summit

- PLA/CCP staff are coordinating with regional partners to plan the Women in the Trades Regional Summit. The goal of the Summit is to provide the next generation of female construction workers with insights regarding the benefits of working with trade unions, as well as connecting them to valuable resources. The anticipated date for the event is late 2026.

4. Establish a Female Advisory Group

- Advanced the development of a draft plan for a Female Advisory Group that will host its own Women in the Trades Regional Summit. The event will allow the future generation of female construction workers to learn about the benefits of working with the Trade Unions and connect them with resources. This will be coordinated with the Regional Roundtable described above.

5. Launch a targeted social media campaign (Built by HER!) focused on women, youth, and mentorship opportunities.

The “Built by HER!” campaign launched in July 2025, targeting young women between the ages of 18 to 24, introducing a pipeline to construction careers by way of sourcing future construction workers to the Women Breaking Ground website. Posters have been produced in both English and Spanish and are being distributed to High Schools and Youth Career and Employment programs throughout the Region. Guests of Metro’s Gateway Headquarters building were able to see the Built by HER! advertisement on the Video Wall that is located on the 3rd level of Metro’s Gateway building outside of the boardroom. The advertisement video streamed from August 13, 2025, through October 16, 2025. In coordination with the Metro Marketing team, plans to launch the social media portion of this campaign are also being planned.

Additionally, as a component of the approved Motion, an amendment by Director Dupont-Walker requested a report back on the status of efforts to address cultural competency requirements for historically underutilized populations, including other cultural sensitivities and disparities. In response to Director Dupont-Walker’s request in Motion 13.1, staff submitted a report on underutilized and underrepresented apprentices in the May 2025 quarterly update. The second part of the analysis will focus on journeyman workers in the same categories, which is underway.

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 (PLA) and Construction Careers Policy (CCP) continue to create employment opportunities for marginalized community members in the construction industry for workers with historical barriers to employment.

Hundreds of disadvantaged workers, as defined in Section 1.8 of the PLA and Section 3.9 of the CCP, have benefited from obtaining a meaningful career through Metro’s PLA/CCP program which resulted in over \$132 million in paid wages to disadvantaged workers, from inception to September 2025. For the June-September 2025 reporting period \$2.9 million was paid to disadvantaged workers.

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 supports efforts to remove barriers and expand awareness of construction career opportunities for women by encouraging contractors to hire and sponsor females into the construction trades and by working with Metro’s Women and Girls Governing Council (WGGC) to continuously uplift women into the construction industry. During the January-March 2025 reporting period, staff presented the Workforce Disparity Report, that provided an assessment of the availability of female tradeswoman in the workforce, and recommendations to increase inclusion. Staff are moving forward with the next steps for the report, as directed by Motion 13.1 (Attachment A).

These strategies have contributed to an average female participation rate in Metro construction projects (3.75%) which 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 (4%). Additionally, staff monitor each project's female attainment monthly and assist contractors in continually increase female participation. Furthermore, the response to Motion 13.1 will help staff introduce collaborative mechanisms to increase female participation and identify additional cultural sensitivities and disparities for historically underserved populations as they seek employment in the trades. Expanding upon this response will assist staff in eliminating barriers for employment from these populations.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit. Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it is the goal of Metro's PLA/CCP program to provide employment opportunities to economically disadvantaged individuals of Los Angeles County. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item is consistent with the goals of reducing VMT.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

NEXT STEPS

Staff will continue to monitor the contractors' efforts and initiate the various strategies and activities as outlined in this report. Staff will continue to provide updates on actions related to Motion 13.1 within future quarterly PLA/CCP reports.

ATTACHMENTS

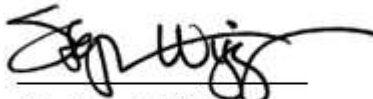
Attachment A - Motion 13.1
Attachment B - PLA/CCP Quarterly Brochure
Attachment C - Upcoming PLA/CCP Projects
Attachment D - Active National and Local Hire Charts
Attachment E - Motion 33.1
Attachment F - Female Participation Scorecard
Attachment G - Quarter Female Participation Percentage Chart
Attachment H - Women in the Trades Resource Guide
Attachment I - Metro DEOD PLA/CCP Outreach Activities

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Board Report

File #: 2025-0237, File Type: Motion / Motion Response

Agenda Number: 13.1

REVISED
REGULAR BOARD MEETING
MARCH 27, 2025

Motion by:

DIRECTORS HORVATH, HAHN, DUTRA, SOLIS AND YAROSLAVSKY

Meeting the Moment:
A Regional Approach to Realizing LA Metro's Workforce Equity Goals Motion

Related to Item 13: Female Participation In Project Labor Agreement/Construction Careers Policy
Construction Projects

In February 2023, the Metro Board approved Motion 29 (Horvath, Mitchell, Bass, Solis, Hahn, and Dupont Walker) directing staff to commission a refresh of the Agency's 2019 Construction Workforce Disparity Study. The motion further directed staff to report back on the study's findings and recommendations; the potential application of cultural competency requirements in contractor and staff training and similar qualitative metrics that could be used in Metro's proposal evaluation and contracting processes; and the feasibility of creating bid preference incentives that can be applied to increase the number of women working on Metro funded construction projects.

In April 2024, Metro commissioned the Workforce Disparity Study, which aims to determine the availability and participation of female workers to meet the demand for future infrastructure projects, and address gaps in workforce diversity with a focus on increasing female representation. While Metro's female construction worker utilization (3.6%) exceeds the regional average (1.8%), it still falls short of the goal set by federal guidelines and adopted by LA Metro (6.9%). Women's participation varies significantly across different construction trades, with higher engagement in fields like laborers, electricians, and plumbers, but less in trades such as inspectors and operating engineers.

The study highlights numerous barriers to female participation, including challenges in recruitment, retention, and career advancement in a traditionally male-dominated industry. Women face difficulty accessing training opportunities and support networks, which affect their long-term success in the field, as well as systemic barriers, including childcare accessibility, reliable transportation, supportive work environments, and a workplace culture which continues to hinder women's retention and career advancement in construction. Additionally, over 20% of the region's female construction workers are over the age of 55, signaling an aging workforce that may face a shortage of younger female workers entering the industry.

The study goes on to outline critical strategies to increase female representation in the construction workforce, address barriers, set clear targets, and foster collaboration for long-term systemic change. These recommendations include, investing in services such as childcare and ensuring harassment and discrimination-free workplaces; establishing a regional coalition to address broader challenges facing women in construction; the enforcement of stronger hiring goals for women across all construction trades, ensuring contractors make concerted efforts to meet the 6.9% target; and utilizing procurement levers, such as bid preferences for contractors with strong diversity records, to encourage companies to hire more female workers.

Metro has done significant work toward realizing its female participation goal. Since the initial workforce disparity study, Metro has launched several initiatives, including outreach efforts to high schools that promote careers in construction and launching the Women Breaking Ground website, which serves as an essential one-stop resource for prospective female workers that has successfully supported to over 900 individuals eager to start a career in construction.

Additionally, Metro's ongoing partnership with Women in Non-Traditional Employment Roles (WINTER), a non-profit organization dedicated to workforce development for women, has reinforced the Agency's commitment to these efforts by offering employment assistance to program graduates.

In response to the updated study, Metro has identified a series of next steps intended to bolster female participation outcomes. These next steps include the expansion of Cultural Competency Plan requirements and the integration of workforce commitments like female participation into RFP procurements; the establishment of a regional roundtable with key stakeholders to develop a strategic action plan to enact meaningful, lasting change in the construction industry; hosting a Women in the Trades Regional Summit; establishing a Construction Female Advisory Group intended to provide mentorship, guidance, and best practices in fostering a more inclusive and diverse workforce; and launching a targeted social media campaign (Built By Her) to help build a stronger and more diverse pipeline of talent.

However, in the wake of the rescission of Executive Order 11246 (1965) which established contractor participation goals for minority and female employment and training on federally-funded or federally-assisted construction projects, there is a need to provide the region's contractor community with clarity on Metro's workplace goals and objectives, such as providing for an inclusive workplace culture, supportive work environments, a zero-tolerance policy for workplace harassment and effective reporting mechanisms, reliable transportation, and the provision of childcare resources, among others. As such the Next Steps provided in the associated Board report (2025-0036) should be established as Board policy.

Additionally, the 2025 Construction Workforce Disparity Study offers a series of procurement levers to advance gender diversity in the construction industry, such as instituting new contractor requirements on policies, procedures, and training programs to combat harassment and discrimination in the workplace; making female hiring goals a part of Metro's procurement process for Jobs Coordinators; and revising Cultural Competency Plan requirements to include distinct community benefits and workforce equity components. Ensuring contractor accountability is key to reaching Metro's workforce objectives and the Agency should be evaluating and scoring a contractor's past performance and whether prior commitments to hiring goals were met, along with proposals to provide childcare

resources to their workforce, among other criteria.

**SUBJECT: MEETING THE MOMENT: A REGIONAL APPROACH TO REALIZING LA METRO'S
WORKFORCE EQUITY GOALS MOTION**

RECOMMENDATION

APPROVE Motion by Horvath, Hahn, Dutra, Solis and Yaroslavsky that the Board direct the Chief Executive Officer to:

- A. expand the Cultural Competency Plan requirement to integrate Community Benefits and Workforce Equity components into RFP procurements, and identify mechanisms to embed workforce commitments, such as childcare accessibility, reliable transportation, supportive work environments and an inclusive workplace culture, ensuring alignment with Metro's broader workforce initiatives;
- B. establish a regional roundtable with the Program Management Office (PMO), general contractors' associations, contractors, the Los Angeles Department of Economic Opportunity (DEO), LA/OCBCTC, union trades, and other key stakeholders to develop a strategic action plan. Discussion should include, but not be limited to consistent goal setting for regional public contracting agencies, the provision and/or subsidization of childcare services similar to that of "TradesFutures" childcare pilots in Milwaukee and New York City, and "Care That Works" in Boston, and apprentice/journeyman ratios on construction sites. The roundtable should provide a unique forum for stakeholders to address the systematic barriers that confront the participation of women in the trades;
- C. conduct a Women in the Trades Regional Summit to bring together public agencies, trade unions, workforce development boards, and academic institutions to foster collaboration, share best practices, and drive commitments to increase female participation in the construction workforce;
- D. establish a Construction Female Advisory Group composed of experienced women in the Trades, which will provide mentorship, guidance, and best practices to help dismantle barriers for women in construction; and
- E. launch a targeted social media campaign (Built By Her) focused on women, youth, and mentorship opportunities. The social media campaign should be complemented with outreach to potential partners in the field of women's sports and the creative arts.

WE FURTHER MOVE that the Chief Executive Officer be directed to report back in June 2025 with a series of workforce equity components that could be embedded in RFP procurements, such as a contractor's previous commitments and attainment of workforce hiring goals, the maintenance of an inclusive and harassment-free workplace, and the provision or subsidization of childcare resources, that would generate more accountability for a contractor meeting proposed hiring goals.

DUPONT-WALKER AMENDMENT: Report back in May on the status of efforts to address cultural

competency requirements for the rest of the historically underutilized, including the other cultural sensitivities and the disparities that continue to exist and what factors to consider, and include best practices of those that took the scorecard seriously.

PLA/CCP



Metro's Project Labor Agreement and Construction Careers Policy

June 2025



Metro[®]



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, prime contractors provide Metro with worker participation 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 AWARD VALUE



**Five projects have been awarded but has not yet started.*

APPRENTICE WORKERS



CRENSHAW/LAX
TRANSIT CORRIDOR
PROJECT (PROJECT
COMPLETED
12/2023)



REGIONAL
CONNECTOR
TRANSIT CORRIDOR
PROJECT (PROJECT
COMPLETED 1/2025)



WESTSIDE PURPLE
LINE EXT SEC 3 –
TUNNELS (PROJECT
BEGAN 5/2020)



WESTSIDE PURPLE
LINE EXT SEC 3 –
STATIONS (PROJECT
BEGAN 10/2020)



EAST SAN
FERNANDO VALLEY
PROGRESSIVE D/B
(PROJECT BEGAN
2/2025)

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

35,827,799.98 hours

TOTAL CONSTRUCTION HOURS
THROUGH JUNE 2025

26,472,256.89 hours

TOTAL APPRENTICEABLE HOURS
THROUGH JUNE 2025

57.42% (20,573,271.87 hours)

ECONOMICALLY DISADVANTAGED

21.52% (5,697,772.67 hours)

APPRENTICE

11.14% (3,991,723.74 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 the construction trades is below 3%, Metro's goal is to exceed a female participation goal of 6.9%. Metro's current female participation average is 3.72%.

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

JUNE 2025

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

ACTIVE PROJECTS	PRIME CONTRACTOR	GRADE	%
Rail Operations Control (ROC) Chillers	Interior Plus	A	20.97%
Bus Divisions and Facilities Fire Alarm Replacements	Global Electric	A	16.14%
Div. 8 & Central Maintenance Facility (CMF) Bus Hoist Replacement	TransCal Services	A	8.26%
Division 20 Portal Widening Turnback	Tutor Perini Corp	B	6.14%
Crenshaw/LAX K-Line Paving and Improvement Project	Griffith Company	B	5.35%
Airport Metro Connector Transit Station	Tutor Perini Corp	C	4.43%
PS896166000 ESFV Progressive Design Build Phase 2	SFTC	C	4.42%
Westside Subway Extension Project, Section 1 – Design Build	Skanska, Traylor, Shea, JV	C	4.12%
Purple Line Extension, Section 3 – Tunnel Project D/B	Frontier Kemper/Tutor Pernin, JV	C	3.94%
Division 20 TPSS (PWT 2)	C3M Powersystems	C	3.79%
Crenshaw/LAX Construction Punch-out List	Griffith Company	C	3.67%
WPLE Section 3 Project VA Parking Structure	Swinerton Builders	C	3.27%
PS84667000 I-105 Expressway (CMGC)	Flatiron Myers JV	D	3.08%
Purple Line Extension, Section 3 – Stations Project D/B	Tutor Perini/ O&G, JV	D	3.05%
Division 9 Charging Infrastructure	Icon West, Inc	D	2.81%
Westside Purple Line Extension Project, Section 2 – Design Build	Tutor Perini/ O&G, JV	D	2.32%
PS85661000 G Line BRT Improvement	Valley Transit Partners	D	2.11%
I-605 South Street Off Ramp Improvements	Powell Constructors, Inc	F	0.78%
Fire Alarm Systems Replacement (5 Stations + Div. 20)	Cosco Fire	F	0.00%

A 6.9% and above

B 4.6% to 6.89%

C 3.1% to 4.59%

D 1.6% to 3.09%

F 0% to 1.59%

To view the Score Card detail summary, visit metro.net/pla.

Current PLA/CCP Project Attainments

TARGETED WORKER ACTIVITY BY ACTIVE PROJECT (CUMULATIVE)	% PROJECT COMPLETE	GOAL 40% ECON DISADV	GOAL 20% APPRENTICE	GOAL 10% DISADV	% OF DISADV WORKERS IN THE CRIMINAL JUSTICE SYSTEM CATEGORY
Westside Subway Extension Project, Section 1 – D/B	94.15%	63.89%	19.74%	11.67%	85.92%
Westside Purple Line Extension Project, Section 2 – D/B	89.95%	44.53%	20.18%	10.30%	49.85%
Purple Line Extension, Section 3 – Tunnel Project D/B	97.50%	42.25%	20.19%	10.97%	46.19%
Purple Line Extension, Section 3 – Stations Project D/B	85.83%	63.44%	21.32%	10.80%	83.17%
Purple Line Extension, Section 3 – Project VA Parking Structure	35.32%	51.52%	21.91%	12.79%	0.00%
Division 20 Portal Widening Turnback	79.60%	49.29%	20.17%	13.60%	37.58%
Division 20 TPSS (PWT 2)	88.27%	42.78%	32.32%	22.85%	75.06%
Crenshaw/LAX Construction Punch Out Work	87.18%	43.47%	20.20%	13.87%	86.94%
Rail Operations Control (ROC) Chillers	59.16%	74.68%	29.87%	61.42%	4.61%
Crenshaw/LAX K-Line Paving and Improvement Project	65.42%	37.43%	16.51%	1.50%	29.45%
I-605 South Street Off Ramp Improvements	87.17%	27.91%	22.85%	10.21%	0.00%
Division 9 Charging Infrastructure	41.16%	55.98%	16.23%	16.40%	61.89%
PS896166000 ESFV Progressive Design Build Phase 2	1.64%	36.33%	14.69%	8.27%	41.04%
PS85661000 G Line BRT Improvement	6.73%	48.70%	8.04%	5.21%	0.00%
Bus Divisions and Facilities Fire Alarm Replacements	30.30%	62.61%	50.69%	22.08%	0.00%
Div. 8 & Central Maintenance Facility (CMF) Bus Hoist Replacement	13.34%	38.68%	20.01%	4.81%	0.00%
Fire Alarm Systems Replacement (5 Stations + Div. 20)	10.41%	88.18%	37.70%	16.39%	14.65%
Airport Metro Connector Transit Project	100.00%	48.27%	21.02%	10.58%	59.19%
PS84667000 I-105 Expressway (CMGC)	3.89%	24.04%	9.41%	8.89%	24.02%

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

Data through June 2025

Current PLA/CCP Detailed Demographic 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
Westside Subway Extension Project, Section 1 – D/B	6.65%	1.54%	18.02%	64.62%	0.72%	8.45%	73.53%	4.12%
Westside Purple Line Extension Project, Section 2 – D/B	4.59%	1.36%	18.09%	69.02%	1.21%	5.74%	76.18%	2.32%
Purple Line Extension Project, Section 3 – Tunnel Project D/B	6.36%	1.13%	22.49%	62.22%	0.80%	7.00%	70.51%	3.94%
Purple Line Extension Project, Section 3 – Stations Project D/B	5.77%	1.30%	16.67%	72.79%	0.22%	3.24%	80.08%	3.05%
Purple Line Extension Project, Section 3 – VA Parking Structure	2.36%	5.22%	3.90%	64.34%	0.12%	24.05%	72.04%	3.27%
Division 20 Portal Widening Turnback	4.42%	2.67%	16.79%	70.23%	1.29%	4.60%	78.61%	6.14%
Division 20 TPSS (PWT 2)	16.40%	0.08%	25.70%	53.31%	0.00%	4.51%	69.79%	3.79%
Crenshaw/LAX Construction Punch Out List	0.80%	0.26%	11.84%	52.53%	0.00%	34.57%	53.59%	3.67%
Rail Operations Control (ROC) Chillers	20.97%	0.00%	9.60%	67.54%	0.00%	1.88%	88.51%	20.97%
Crenshaw/LAX K-Line Paving and Improvement Project	2.71%	0.33%	11.65%	37.02%	0.00%	48.29%	40.06%	5.35%
I-605 South Street Off Ramp Improvements	0.65%	0.37%	10.51%	80.59%	0.02%	7.86%	81.63%	0.78%
Division 9 Charging Infrastructure	3.91%	2.29%	32.92%	23.72%	0.85%	36.31%	30.77%	2.81%
PS896166000 ESFV Progressive Design Build Phase 2	2.74%	2.30%	12.68%	43.66%	0.03%	38.59%	48.73%	4.42%
PS84667000 I-105 Expressway (CMGC)	1.99%	0.11%	21.51%	70.72%	0.23%	5.45%	73.05%	3.08%
PS85661000 G Line BRT Improvement	1.79%	0.00%	21.03%	38.91%	3.00%	35.27%	43.70%	2.11%
Fire Alarm Systems Replacement (5 Stations + Div. 20)	0.00%	1.16%	8.97%	37.68%	0.00%	52.19%	38.84%	0.00%
Airport Metro Connector Transit Project	2.70%	0.94%	13.77%	69.49%	0.77%	12.33%	73.90%	4.43%
Div. 8 & Central Maintenance Facility (CMF) Bus Hoist Replacement	0.00%	0.00%	10.76%	41.59%	0.00%	47.65%	41.59%	8.26%
Bus Divisions and Facilities Fire Alarm Replacements	0.00%	0.00%	31.02%	68.98%	0.00%	0.00%	68.98%	16.14%

Closed project attainments may be found by visiting Metro's PLA/CCP website at metro.net/pla.

Based on contractors reported data as of June 2025

Metro is building the workforce of tomorrow.

Metro's PLA/CCP facilitates new training and apprenticeship opportunities for workers across the region. These programs also help those who reside in economically disadvantaged areas to find jobs and training opportunities on Metro projects.

Here's a look at just a few of the workers who have found success working on PLA and Measure R projects:



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.



Sophia Burruel

Sophia Burruel was born and raised in San Pedro, CA. and is 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 Dorrrough

In 2017, Jenna Dorrrough 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.



Darius Douglass

Darius Douglass, a 37-year-old Compton, CA native, began his career in construction after serving in the United States Airforce for 3 years and retiring in rank as an Airman First Class. Through his friends, Darius was introduced to the Helmets to Hardhats Construction Apprentice Readiness Training Program. Due to his training, he was convinced that a career in the building trades would be interesting and exciting, while allowing him to support himself and his family. Five years ago, Darius entered the Pipefitters Local 250 and in 2022, he began to work on Metro's SEED LA School construction project. He shares his love for his work by stating that he built friendships and lifelong connections within his field.



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 autobody 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.



Samantha Miramontes

Samantha Miramontes started as a "top lander" on the project. That means she helped to organize all of the supplies that needed to be sent to the miners underground. Over the past year-and-a-half, she has been promoted to Lead and now Surface Foreman, overseeing all of the heavy equipment and materials going down to the tunnels. Samantha has been a member of Laborers' Local 300 since 2015 and worked on major infrastructure projects throughout Los Angeles. She credits the strong leadership and communication on her teams for supporting her career. The job requires her to constantly grow and continue asking questions. Working in construction, Samantha believes, has helped to build her character and instill self-respect. She may work on the surface, but the job is much deeper than that.



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' 113/4", 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.



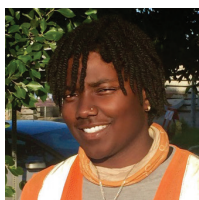
Angel Valles

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

For more information, please contact Metro's
Diversity & Economic Opportunity Department:

Tashai Smith, *Executive Officer*
213.922.2128

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213.922.2561

PLA Hotline
888.887.3674



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Upcoming PLA/CCP Applicable Projects	Tentative PLA/CCP Reporting Start Date
PS120069000 Link Union Station CMGC	TBD
C130977000 Division 4 LASD Multi Modular Trailer	TBD
C129803C1237-2 Metro A&B Lines Comm. Trans Syst. Upgrade	TBD

Note: Construction work timelines are subject to change.

Attachment D – Active National and Local Project Charts

Chart A. - Active National Projects

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 (*)
Westside Subway Extension Project, Sec 1	Skanska-Taylor-Shea, JV	95.38%	63.96%	19.63%	11.64%	4.17% = B	85.95%
Purple Line Ext. Sec. 3 – Stations Project	Tutor Perini/O&G, JV	76.41%	64.51%	20.31%	10.25%	2.95% = D	60.78%

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.

Chart B. - Active Local Hire Projects

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	95.79%	44.39%	20.18%	10.22%	2.29% = D	52.42%
Purple Line Ex. Sec 3 – Tunnels Project	Frontier Kemper/Tutor Perini Corp.	99.82%	42.35%	20.23%	10.96%	5.08% = B	45.84%
Div. 20 Portal Widening Turnback Project	Tutor Perini Corp.	82.74%	48.18%	20.21%	13.27%	6.12% = A	37.88%
Division 20 TPSS (PWT 2)	C3M Power Systems	89.60%	44.57%	32.26%	22.51%	3.73% = C	75.06%
CLAX Construction Punch Out Work	Griffith Company	88.62%	43.56%	18.20%	13.65%	3.61% = C	87.76%
WPLE Section 3 Project VA Parking Structure	Swinerton Builders	43.38%	48.97%	23.63%	11.59%	3.81% = C	0.00%
Crenshaw/LAX K-Line Paving and Improvement Project	Griffith Company	92.78%	38.52%	15.13%	5.39%	6.20% = A	29.79%
I-605 South Street Off Ramp Improvement	Powell Constructors Inc	97.67%	31.12%	19.80%	12.52%	1.50% = F	0.00%
Bus Divisions and Facilities Fire Alarm Replacement	Global Electric	68.85%	51.70%	42.41%	23.49%	12.91% = A	8.66%
ESFV Light Rail Transit Line Project	San Fernando Transit Constructors	2.73%	42.61%	16.15%	11.01%	4.40% = C	47.63%
G-Line BRT Improvement	Valley Transit Partners	18.18%	40.38%	9.64%	5.86%	2.92% = D	46.55%
105 Expressway Construction	Flatiron Myers JV	9.70%	30.10%	12.40%	8.90%	3.21% = C	27.69%
Division 8 and CMF Bus Hoists Replacement	Southwest Lifts & Equipment	34.83%	44.87%	18.17%	6.67%	13.30% = A	0.00%
Division 9 Charging Infrastructure	Icon West Inc	53.72%	58.47%	18.48%	13.99%	2.16% = D	61.87%
ROC Facility Chillers Replacement	Interior Plus	72.40%	73.53%	24.36%	62.95%	17.14% = A	3.68%
Fire Alarm Systems Replacement	Cosco Fire	18.39%	79.37%	39.10%	17.73%	3.25% = C	15.00%
Chatsworth Station ADA Improvements	Axiom Group	0.35%	22.22%	0.00%	0.00%	0.00% = F	0.00%
Regional Connector SSA Enhancements	Cyrcon Builders	27.50%	32.34%	5.05%	4.30%	0.00% = F	0.00%
NoHo to Pasadena Bus Rapid Transit	Myers-Shimmick	6.63%	58.03%	14.24%	14.67%	12.22% = A	76.43%

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 (Attachment A) for a Disadvantaged Worker is having a criminal record or former involvement with the criminal justice system, a barrier that has been historically difficult for individuals to overcome. 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.



Board Report

File #: 2017-0786, **File Type:** Motion / Motion Response**Agenda Number:** 33.1

**REGULAR BOARD MEETING
NOVEMBER 30, 2017****Motion by:****Kuehl, Hahn, Garcetti, Dupont-Walker, Solis, Barger, and Bowen**

Related to Item 33: **Encouraging Contractors to Increase Women's Workforce Participation on Metro Construction Projects**

In 1978, Executive Order 11246 by then President Jimmy Carter, established the nationwide female utilization goal for hours worked on federally funded construction projects. In 1980, the specific goal of 6.9% was established by statute. While the goal has been in effect for more than 37 years, the attainment rate continues to fall short. The national average is below 3%, the state of California average is 2.1%, and Metro is currently averaging 3.35%.

Since 2012, Metro's Project Labor Agreement (PLA)/Construction Careers Program (CCP) has proven that diversifying the workforce on construction projects can improve access to career opportunities and served as a catalyst for improving socio- economic status. While the Metro PLA/CCP has met or exceeded its targeted hiring goals aimed to provide jobs to economically disadvantaged workers, females remain significantly underrepresented on construction projects.

With the passage of Measure M, Metro will oversee the largest public works program in the country. Forty major capital projects are planned over the four decades. Measure M projects are expected to generate more than 450,000 construction-related jobs. There are many benefits for women who consider employment in the construction field - namely, the relatively minor gender pay gap, women earn 93% of what men make in union construction jobs as opposed to 80% on average in other jobs.

A review of best practices from around the country found that cities like Seattle and Boston are exceeding the female utilization goal by integrating a supply and demand strategy to increase gender diversity on construction projects. Some of the barriers to attract women to the male dominated construction industry are: 1) a lack of awareness of job opportunities, 2) the need for supportive services (ie pre-apprenticeship opportunities), 3) the lack of owner/agency support, and 4) a lack of female gender supportive culture at the work site.

On the supply side, Metro is initiating a disparity study for female utilization on construction projects. This study, due to be completed in a year, will determine the availability and utilization of women on Metro projects. In addition, Metro programs, such as Women Build Metro LA, are hosting apprenticeship fairs and boot camps focused on introducing women to construction related jobs. On

the demand side, Metro's PLA/CCP and passage of Measure M ensure that jobs are available. Metro's recent establishment of the Women and Girls Governing Council applies a gender lens to Metro's policies and programs to increase opportunities for women in the workforce, both at Metro and its contractors. These programs are all great steps but more can and must be done. The Metro Board is in a unique position to promote accountability in this policy area. Workforce utilization goals should be a floor, not a ceiling. While there are limitations based upon Prop 209, there are opportunities for this Board to play an active role in recognition of contractors who meet and exceed the female utilization goal and encouraging contractors to provide supportive and inclusive work culture and conditions in the field.

**SUBJECT: MOTION BY DIRECTORS KUEHL, HAHN, GARCETTI,
DUPONT-WALKER, SOLIS, BARGER AND BOWEN**

**ENCOURAGING CONTRACTORS TO INCREASING WOMEN'S
WORKFORCE PARTICIPATION ON METRO CONSTRUCTION
PROJECTS**

WE THEREFORE MOVE that the Board direct the Chief Executive Officer to:

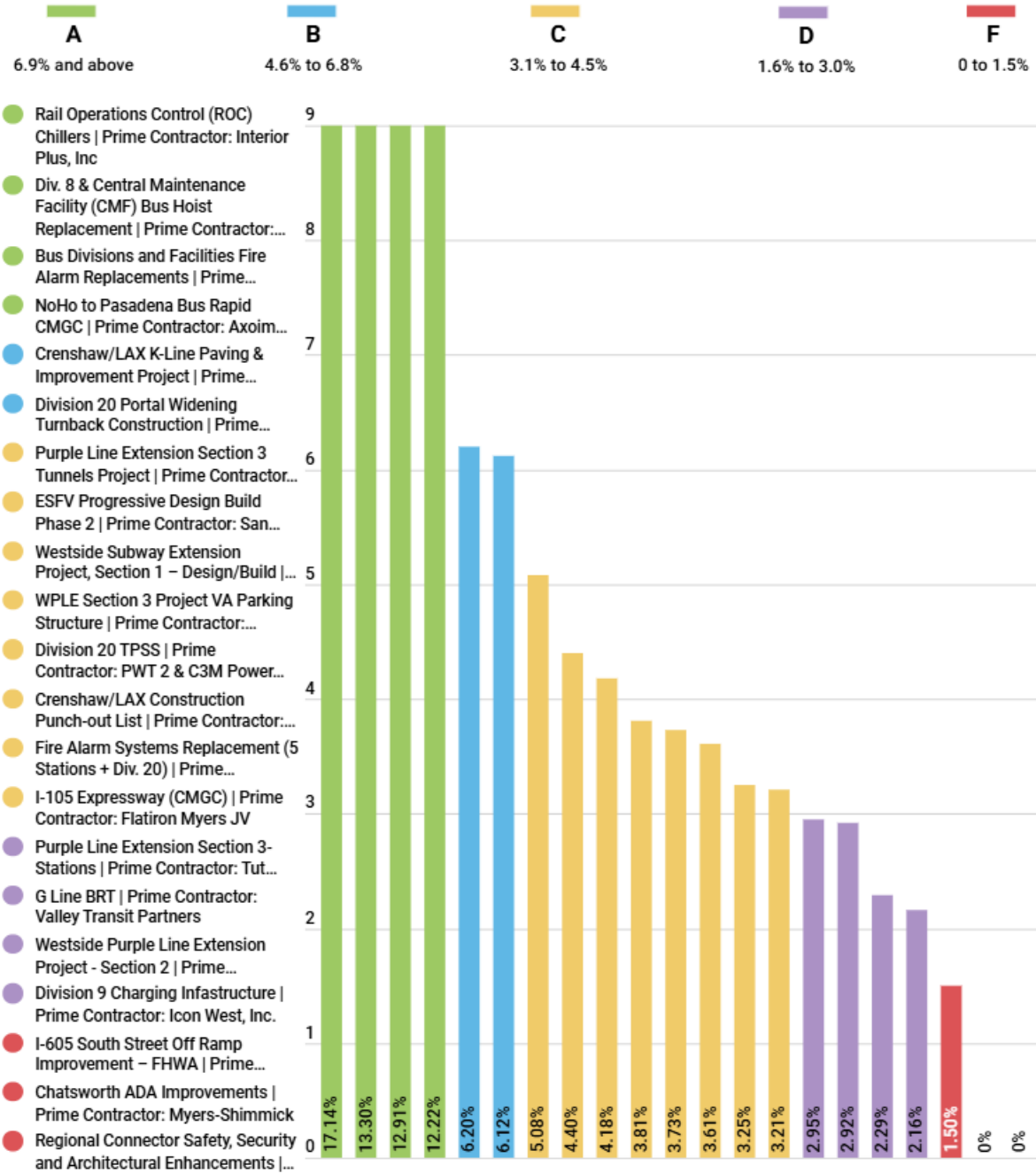
- A. Create a report card/score card system reflecting attainment of the female utilization goals for Metro PLA contractors that is aimed at encouraging contractors to exceed the current goals;
- B. Publish the report card quarterly on the Metro website and as part of the quarterly PLA report to the Metro Board. In addition, report to the Metro Board on ways in which the report card could be reviewed and considered by Metro in upcoming contract opportunities;
- C. Develop an incentive program to encourage contractors to exceed the 6.9% female utilization goal, such as a one-on-one meeting comprised of the Chair, a Board Member, and the CEO; and
- D. Develop a provision to the Employment Hiring Plan that requires contractors to demonstrate how they create/promote a diverse and inclusive work environment in the field (i.e. child care, restrooms, sexual harassment prevention). This should include, encouraging contractors to work with the Los Angeles County Department of Public Social Services to learn of the current resources available to working women.



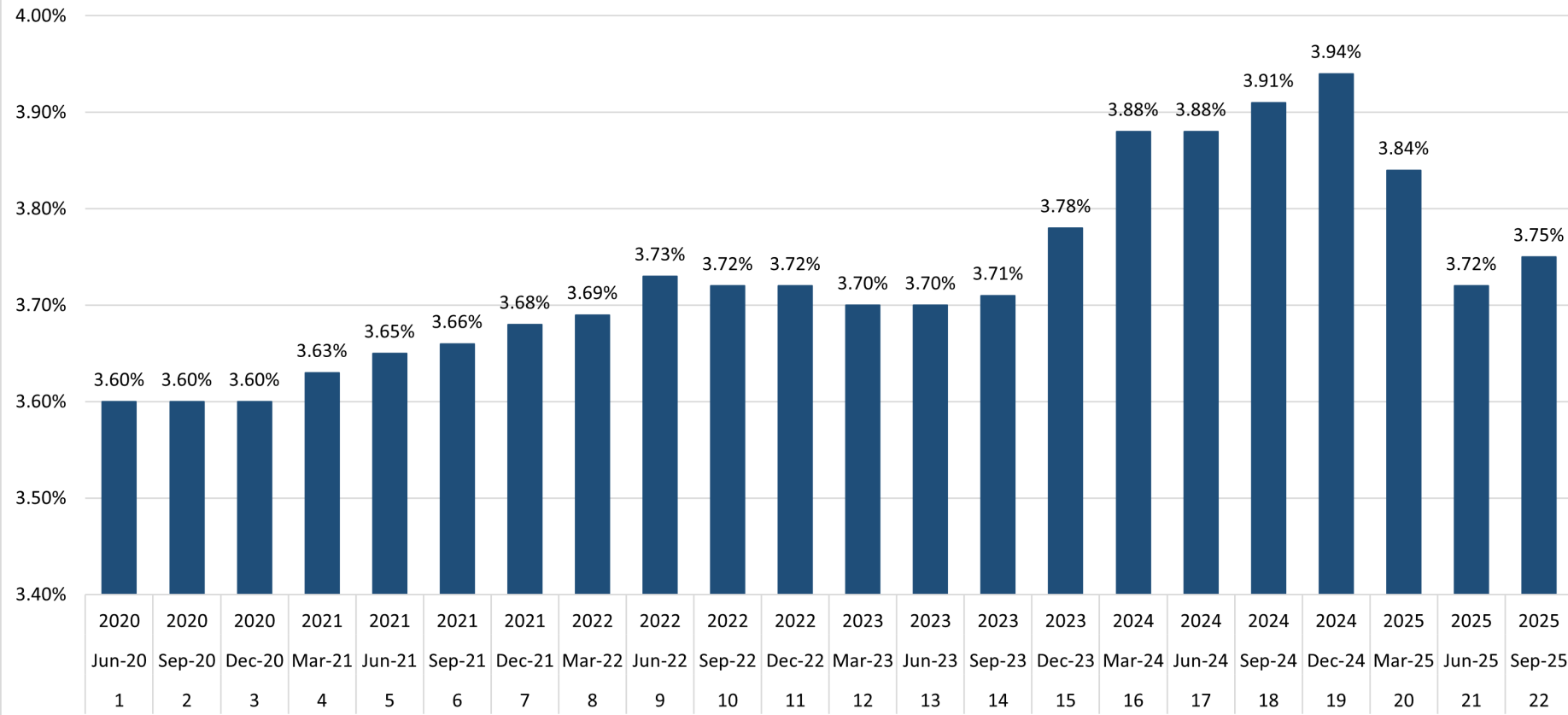
FEMALE PARTICIPATION SCORE CARD

In November 2017, Metro's Board of Directors authorized the creation of a score card system to highlight prime contractors attainment of the 6.9% female participation goal on Metro construction projects.

Quarterly Report - September 2025



Female Participation



PLA/CCP



Women in the Trades Resource Guide

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



Metro[®]




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.
- > 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@goodwillsoal.org
2. Coalition for Responsible Community Development (Vernon – Central/LA Trade Tech College WorkSource Center): coalitionrcd.org
3. Arbor ResCare East Los Angeles:
rescare.com/workforceservices/locations/?state=California
4. Managed Career Solutions (MCS) Pomona Valley:
mcsocalifornia.com/locations
5. El Proyecto del Barrio (Sun Valley WorkSource Center):
elproyecto.us
6. Harbor Gateway (Harbor/San Pedro WorkSource Center):
pacific-gateway.org/harbor
7. South Los Angeles (LA Southwest College):
jvsla.org
8. South Bay/Inglewood One Stop: 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
10. Asian American Drug Abuse Program (AADAP West Adams WorkSource Center): aadapinc.org
11. Veterans AJCC (Bob Hope Patriotic Hall, LA): jvs-socal.org/programs-and-services/worksource-center-services/overview

12. United Auto Workers (UAW Crenshaw South Los Angeles WorkSource Center): letc.com
 13. Watts Labor Community Action Committee (WLCAC Watts WorkSource Center): wlcac.org
 14. Pacific Asian Consortium in Employment (PACE WorkSource Center): 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.**
 - 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

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

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

Child Care & After-School Programs

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

Gender Sensitivity & Management Training Resources

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

Ex-Offender/New Contributor Resources

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

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

Healthcare/Housing Resources

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

Healthcare/Housing Resources (cont.)

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

Financial Literacy Resources

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

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 or contact Metro's Diversity & Economic Opportunity Department:

Tashai Smith, *Executive Officer*
213.922.2128

Wendy White, *Deputy Executive Officer*
213.922.2648

Angela Scott, *DEOD Principal*
213.922.1028

Tim Famuyibo, *DEOD Representative*
213.922.2561

PLA Hotline
888.887.3674



Metro DEOD PLA/CCP Outreach Activities (December 2023 to September 2025)

Job Fair Events

- GRID Rooftop Ready Job Fair (September 26, 2025)
- 3rd Annual South Bay WIB Carson Career Fair (August 29, 2025)
- SoCal Trades Tour (August 01, 2025)
- SEED 10th grade Career Expo (June 05, 2025)
- USEC Spring Job and Resource Fair (April 24, 2025)
- CII Job Fair Readiness (March 25, 2025)
- East Los Angeles Construction Career Fair (March 13, 2025)
- LINXS STEAM Construction Career Fair (March 11, 2025)
- Whittier HS Career Fair (March 10, 2025)
- EXP Women in STEM Career Day (March 06, 2025)
- Pomona HS Pathway to Success Event (February 11, 2025)
- California HS Career Fair (February 07, 2025)
- GREENBUILD NE LA Job Fair (December 18, 2024)
- USEC Fall Job and Resource Fair (November 13, 2024)
- South Bay Workforce Investment Board (WIB) LA Air Force Base Job Fair (October 2, 2024)
- Rio Hondo College Fall Job and Internship Fair (September 10, 2024)
- WINTER Building Her Future: Women In Construction Resource Fair (August 10, 2024)
- WINTER Graduates Rail to Rail Hiring Event (June 10, 2024)
- LA County Office of Education The 2024 American Dream Hiring Spree Event (May 29, 2024)
- International Brotherhood of Electrical Worker Apprentice Fair (May 17, 2024)
- East Los Angeles Construction Career Fair (April 19, 2024)
- LA Cleantech Incubator Green Jobs Career Fair (March 27, 2024)
- Drivers for Economic Opportunity Empowerment Event (March 19, 2024)
- Construction Career & Apprenticeship Resource Fair (March 7, 2024)
- Chrysalis Job Fair (February 7, 2024)
- City of Los Angeles Career Fair (January 25, 2024)
- Women in Non-Traditional Employment Role Hiring event (January 7, 2023)

Community Presentation and Outreach Events

- WINTER Equal Representation Outreach Event (monthly)
- In-person presentation at San Fernando High School (May 20, 2025)
- In-person attendance to WINTER Cohort Graduation (April 5, 2025)
- In-person attendance to COTA Women's History Month Luncheon (April 5, 2025)

- In-person presentation at North Hollywood HS (April 02, 2025)
- In-person Women in Construction presentation at MetroConnect Salutes Women's History Month T.C.E.W Talk (March 27, 2025)
- In-person WINTER/Griffith Company site tour and photo shoot (March 25, 2025)
- Virtual Construction Careers Presentation with San Fernando High School LAUSD (March 14, 2025)
- In-person JCOD/Metro site tour at WINTER (March 12, 2025)
- In-person PLE 3 Photo shoot and interviews with female construction workers for Metro blog the Source and El Pasajero (March 5, 2025)
- In-person Metro Girls Empowerment Summit (February 18, 2025)
- In-person Metro Meet the Primes (February 10, 2025)
- TCAP 3rd External Partner's Quarterly Meeting (January 8, 2025)
- In-person presentation at the South Bay WIB, Inglewood One Stop Construction Careers Orientation (December 6, 2024)
- In-person presentation to the Tri-Cities Regional Occupational Program (ROP) at HS Students Frontier High School (November 20, 2024)
- Attended virtually, Metro TCAP College & University 2nd Quarterly External Partners Meeting (November 6, 2024)
- Metro Moves LA Luncheon Honoring Janice Hahn (October 23, 2024)
- Winter Gala (October 26, 2024)
- Women in Construction Photo shoot Rail to Rail Project Griffith Company (October 16, 2024)
- In-person presentation to the Tri-Cities Regional Occupational Program (ROP) at HS Students California High School (October 11, 2024)
- In-person presentation to the Tri-Cities Regional Occupational Program (ROP) at HS Students Pioneer High School (October 4, 2024)
- Virtual presentation to the Pomona AJCC Youth Los Angeles Performance Partnership Pilot (LAP3) (October 3, 2024)
- Virtual presentation to the Metro TCAP College & University (1st Quarter) External Partners Meeting (October 1, 2024)
- In-person attendance at the NABTU Trades Women Build Nations Conference in New Orleans, LA (September 26 – 29, 2024)
- Port of LA SoCal Trades Days (September 26, 2024)
- YO Watts Youth Career Day (September 20, 2024)
- Metro's Transportation Career Academy Program (TCAP) In-Service Training Session (July 19, 2024)
- California State Senate Bill 150 Roundtable Meeting (June 28, 2024)
- 26th Annual Tribute to Veterans & Military Families, Hosted by Kathryn Barger's office (May 25, 2024)
- SEED School Career Event (May 22, 2024)

- Laborers Union (Local 300) Contractors Mixer (May 3, 2024)
- Los Angeles City Workforce Partnership Event (April 24, 2024)
- City of Los Angeles Economic and Workforce Development Dept. (April 2, 2024)
- Women in Non-Traditional Employment Role event (March 29, 2024)
- Compton High School Construction Careers Outreach Event (March 22, 2024)
- Crenshaw Crossing Community Event (March 6, 2024)
- SunBurst Youth Academy (February 28, 2024)
- ERICA Grant Collaboration (February 20, 2024)
- Women in Heavy Civil Luncheon (January 8, 2024)
- Evermont Community Advisory Committee (December 6, 2023)
- Flintridge Center (December 12, 2023)
- Hard Hat Women Equity Education Initiative Coalition (December 7, 2023)



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

Construction Committee
January 14, 2026

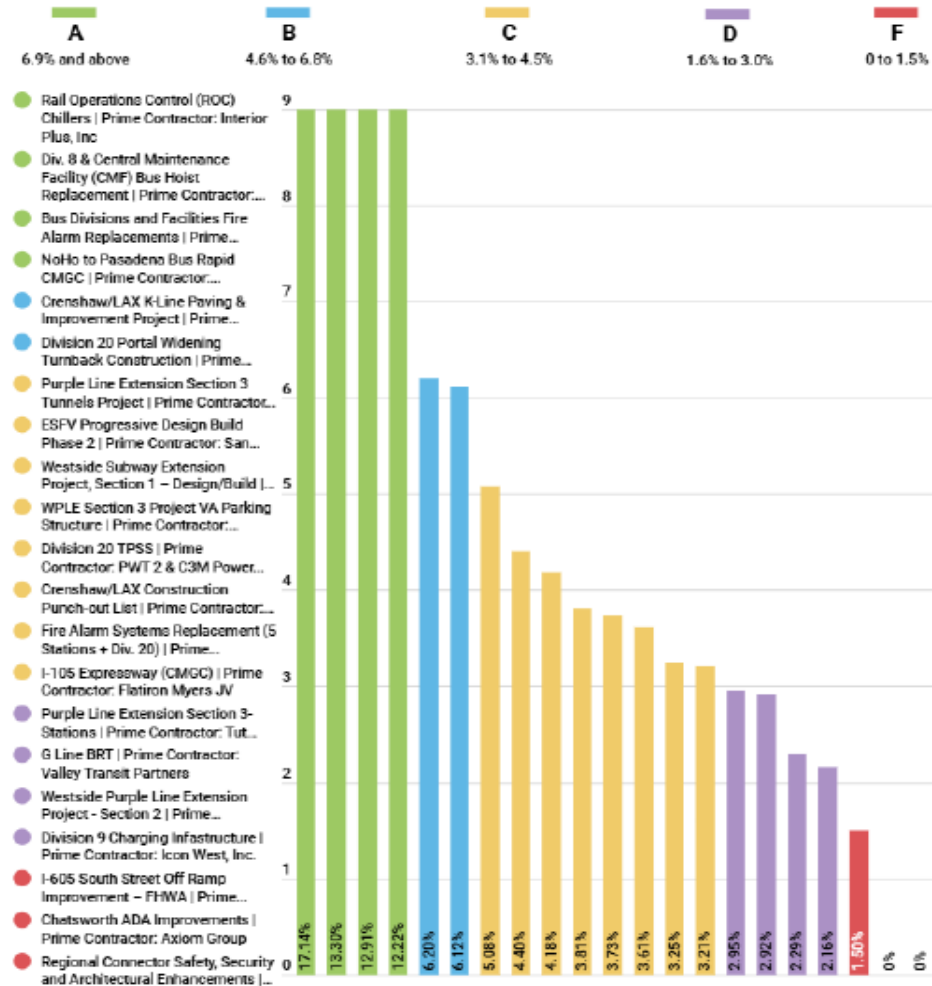
PLA/CCP Program Achievements

- **24 Construction Projects subject to PLA/CCP**
 - **21 active projects**
 - **3 projects (have yet to begin construction)**
- **Attainment - Program Inception to September 2025**
 - **57.29% Economically Disadvantaged**
 - **21.41% Apprentice**
 - **11.09% Disadvantaged**
- **>\$682 Million paid to Targeted Workers***
 - **>\$132 Million paid to Disadvantaged Workers***
 - **>\$188 Million paid to Apprentice Workers****
- **Exceeded Targeted/Apprentice/Disadvantaged Worker Goals**
- **No work stoppages or lockouts**

Female Participation Score Card

Quarterly Report - September 2025

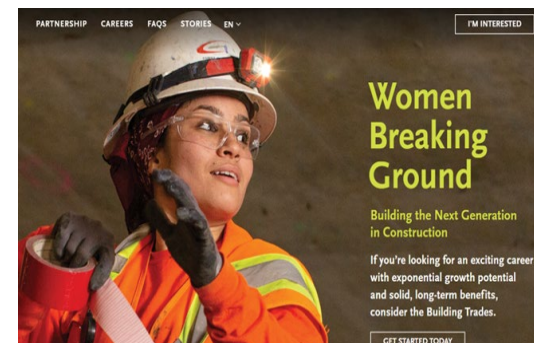
- ❖ Overall female participation attainment is 3.75%
- ❖ Highest project grade attainment as of this reporting period is A grade



Women Breaking Ground website

LA Metro, in partnership with the Los Angeles/Orange Counties Building and Construction Trades Council, AFL-CIO, has created a joint awareness campaign to build the construction industry's future workforce capacity with a special focus on women.

- LA Metro's "Women Breaking Ground" website gives women that are interested in a career in construction an avenue for learning more about how to join an apprenticeship readiness training program and get connected to resources.
- Through the end of September 2025, over 1,300 individuals have been triaged and given information and resources on starting a career in construction. Over 388 individuals were referred to a pre-apprenticeship training program sponsored by the LAOCBCTC Apprentice Readiness Fund. Thus far, 38 individuals have enrolled in pre-apprenticeship training, and 33 have graduated from the program. 5 of these individuals have been placed in union apprenticeship jobs.
- The Women Breaking Ground website will run through FY26 in partnership with the LA/OCBCTC.

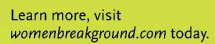




PLA/CCP Outreach Activities



Learn more, visit
womenbreakground.com today.



PLA/CCP & Motion 13.1 Updates

No.	Recommendation	Action	Status
1.	Expand Cultural Competency Plan Requirements	Staff are in the process of strategizing with V/CM and PMO to determine the applicability of community benefits and workforce equity components to the current cultural competency requirements.	Continued Discussions
2.	Establish a Regional Roundtable to activate discussions on goal setting for regional public contracting agencies	The first Regional Roundtable meeting was held on June 24, 2025, and hosted regional workforce contributors, and Metro leadership in attendance. The next Regional Roundtable was held on December 12, 2025. It was co-chaired by LA County's Department of Equal Opportunity, and Los Angeles World Airports.	Ongoing
3.	Conduct a Women in the Trades Regional Summit	The Women in Trades Regional Summit is meant to educate female construction workers about union benefits and connect them with the necessary resources. The event aligns with the establishment of a Female Advisory Group as part of the Regional Roundtable and is proposed for Q4FY27.	In Development
4.	Establish a Female Advisory Group	Development of a female advisory group that will host its own Women in the Trades Regional Summit. It will allow future female construction workers to learn about Trade Union benefits and connect them to resources; it will be done in conjunction with the Regional Roundtable.	In Development
5.	Launch a Targeted Social Media Campaign	The "Built by HER!" Campaign launched in July 2025 and targets young women between the ages of 18 to 24 to introduce a pipeline to construction careers through various methods. In coordination with the Metro Marketing team, plans to launch the social media portion of the campaign are also being planned.	Ongoing
6.	Metro WINTER Program	Continued Metro support to facilitate WINTER, and the LA County JCOD collaboration to launch its first all-female Pre-Apprentice Construction Readiness training cohort confirmed to begin January 2026.	Upcoming