



Metro

*Watch online: <https://boardagendas.metro.net>
Listen by phone: Dial 888-251-2949 and enter Access Code:
8231160# (English) or 4544724# (Español)*

Agenda - Final

Thursday, February 16, 2023

11:00 AM

To give written or live public comment, please see the top of page 4

Construction Committee

Fernando Dutra, Chair

Janice Hahn, Vice Chair

Jacquelyn Dupont-Walker

Lindsey Horvath

Gloria Roberts (Interim), non-voting member

Stephanie Wiggins, Chief Executive Officer

METROPOLITAN TRANSPORTATION AUTHORITY BOARD AGENDA RULES
(ALSO APPLIES TO BOARD COMMITTEES)

PUBLIC INPUT

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board must be submitted electronically using the tablets available in the Board Room lobby. Individuals requesting to speak will be allowed to speak for a total of three (3) minutes per meeting on agenda items in one minute increments per item. For individuals requiring translation service, time allowed will be doubled. The Board shall reserve the right to limit redundant or repetitive comment.

The public may also address the Board on non-agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for one (1) minute during this Public Comment period or at the discretion of the Chair. Speakers will be called according to the order in which their requests are submitted. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

CONDUCT IN THE BOARD ROOM - The following rules pertain to conduct at Metropolitan Transportation Authority meetings:

REMOVAL FROM THE BOARD ROOM - The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD

Agendas for the Regular MTA Board meetings are prepared by the Board Clerk and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded and is available at <https://www.metro.net> or on CD's and as MP3's for a nominal charge.

DISCLOSURE OF CONTRIBUTIONS

The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding before an agency involving a license, permit, or other entitlement for use, including all contracts (other than competitively bid, labor, or personal employment contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$250 made within the preceding 12 months by the party, or his or her agent, to any officer of the agency, additionally PUC Code Sec. 130051.20 requires that no member accept a contribution of over ten dollars (\$10) in value or amount from a construction company, engineering firm, consultant, legal firm, or any company, vendor, or business entity that has contracted with the authority in the preceding four years. Persons required to make this disclosure shall do so by filling out a "Disclosure of Contribution" form which is available at the LACMTA Board and Committee Meetings. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

ADA REQUIREMENTS

Upon request, sign language interpretation, materials in alternative formats and other accommodations are available to the public for MTA-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72 working hours) in advance of the scheduled meeting date. Please telephone (213) 364-2837 or (213) 922-4600 between 8 a.m. and 5 p.m., Monday through Friday. Our TDD line is (800) 252-9040.

Requests can also be sent to boardclerk@metro.net.

LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 364-2837 or (213) 922-4600. Live Public Comment Instructions can also be translated if requested 72 hours in advance.

Requests can also be sent to boardclerk@metro.net.

323.466.3876 - Customer Service Line



323.466.3876

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

HELPFUL PHONE NUMBERS AND EMAIL

Copies of Agendas/Record of Board Action/Recordings of Meetings - (213) 922-4880 (Records Management Department) - <https://records.metro.net>

General Information/Rules of the Board - (213) 922-4600

Internet Access to Agendas - <https://www.metro.net>

TDD line (800) 252-9040

Board Clerk Email - boardclerk@metro.net

NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA

Live Public Comment Instructions:

Live public comment can only be given by telephone.

The Committee Meeting begins at 11:00 AM Pacific Time on February 16, 2023; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-251-2949 and enter
English Access Code: 8231160#
Spanish Access Code: 4544724#

Public comment will be taken as the Board takes up each item. To give public comment on an item, enter #2 (pound-two) when prompted. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.

Instrucciones para comentarios publicos en vivo:

Los comentarios publicos en vivo solo se pueden dar por telefono.

La Reunion de la Junta comienza a las 11:00 AM, hora del Pacifico, el 16 de Febrero de 2023. Puedes unirse a la llamada 5 minutos antes del comienso de la junta.

Marque: 888-251-2949 y ingrese el codigo
Codigo de acceso en ingles: 8231160#
Codigo de acceso en espanol: 4544724#

Los comentarios del público se tomara cuando se toma cada tema. Para dar un comentario público sobre una tema ingrese # 2 (Tecla de numero y dos) cuando se le solicite. Tenga en cuenta que la transmisión de video en vivo se retrasa unos 30 segundos con respecto a la reunión real. No hay retraso en la línea de acceso telefónico para comentarios públicos.

Written Public Comment Instruction:

Written public comments must be received by 5PM the day before the meeting. Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."
Email: BoardClerk@metro.net
Post Office Mail:
Board Administration
One Gateway Plaza
MS: 99-3-1
Los Angeles, CA 90012

CALL TO ORDER**ROLL CALL****18. SUBJECT: SMALL BUSINESS BONDING ASSISTANCE PROGRAM**[2022-0786](#)**RECOMMENDATION**

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to approve a no cost Memorandum of Understanding (MOU) with the City of Los Angeles (City) for participation in the City's Contractor Development and Bonding Assistance Program;
- B. AUTHORIZING the Chief Executive Officer to award a Contract to Merriwether & Williams Insurance Services (MWIS) for a not to exceed amount of \$2,650,780 for a three-year Bonding Assistance Program, effective March 1, 2023 to February 28, 2026, which piggy-backs on the City of Los Angeles' contract; and

(REQUIRES SIMPLE, SEPARATE MAJORITY VOTE OF THE FULL BOARD)

- C. ADOPTING a resolution, Attachment A, authorizing the Chief Executive Officer and other Authorized Officers to continue the \$4,000,000 line of credit with Bank of America at a cost of \$18,000 per year, for three years and to execute as needed, individual standby letters of credit at a cost of \$2,000 each or 2% of the value of each letter of credit executed, whichever is greater.

Attachments: [Attachment A - Contractor Development and Bonding Program MOU](#)
[Attachment B - Board Resolution](#)
[Attachment C - DEOD Summary](#)

19. SUBJECT: EAST SAN FERNANDO VALLEY LIGHT RAIL TRANSIT LINE PROJECT[2022-0865](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a firm fixed price Contract No. PS89616000 to San Fernando Transit Constructors (SFTC), a Joint Venture (JV) of Skanska USA Civil West California District, Inc. (Skanska) and Stacy and Witbeck, Inc., for Phase 1 Preconstruction Services of the Progressive Design-Build contract for the East San Fernando Valley Light Rail Transit Line Project (Project) in the amount of

\$30,979,750, subject to the resolution of protest(s) if any;

- B. ESTABLISH a Preconstruction Phase-of-Project Budget (Preconstruction Budget) for the Project in the amount of \$496,856,000; and
- C. NEGOTIATE and EXECUTE all project-related agreements and modifications to existing contracts within the authorized Preconstruction Budget.

Attachments: [Attachment A - Funding and Expenditure Plan](#)
 [Attachment B - Procurement Summary](#)
 [Attachment C - DEOD Summary](#)
 [Presentation](#)

- 20. SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY (PLA/CCP) [2023-0012](#)**

RECOMMENDATION

RECEIVE AND FILE the status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending September 2022.

Attachments: [Attachment A - PLA/CCP Quarterly Brochure](#)
 [Attachment B - Women in the Trades Resource Guide](#)
 [Presentation](#)

- SUBJECT: GENERAL PUBLIC COMMENT [2023-0070](#)**

RECEIVE General Public Comment

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S SUBJECT MATTER JURISDICTION

Adjournment



Board Report

File #: 2022-0786, File Type: Contract

Agenda Number: 18.

CONSTRUCTION COMMITTEE
FEBRUARY 16, 2023

SUBJECT: SMALL BUSINESS BONDING ASSISTANCE PROGRAM

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to approve a no cost Memorandum of Understanding (MOU) with the City of Los Angeles (City) for participation in the City’s Contractor Development and Bonding Assistance Program;
- B. AUTHORIZING the Chief Executive Officer to award a Contract to Merriwether & Williams Insurance Services (MWIS) for a not to exceed amount of \$2,650,780 for a three-year Bonding Assistance Program, effective March 1, 2023 to February 28, 2026, which piggy-backs on the City of Los Angeles’ contract; and

(REQUIRES SIMPLE, SEPARATE MAJORITY VOTE OF THE FULL BOARD)

- C. ADOPTING a resolution, Attachment A, authorizing the Chief Executive Officer and other Authorized Officers to continue the \$4,000,000 line of credit with Bank of America at a cost of \$18,000 per year, for three years and to execute as needed, individual standby letters of credit at a cost of \$2,000 each or 2% of the value of each letter of credit executed, whichever is greater.

ISSUE

Metro is seeking to award a new three-year contract with Merriwether & Williams Insurance services, Inc. (MWIS) to administer its Contractor Development and Bonding Assistance Program (CDBAP). The current contract was awarded in June 2019 for three years and extended in April 2022 by the Metro Board for an additional 12 months. The contract is scheduled to expire on May 31, 2023. Metro is piggy-backing on the City of Los Angeles’ CDBAP contract, and the City has awarded a new three year contract with MWIS which will expire on August 30, 2025, to administer their CDBAP program. Metro is also partnering with the City to share resources and reduce certain costs for consultant services. With the exception of the Contractor Finance Assistance Program (CFAP)

budget approved by the Metro Board in April 2022, the adoption of this contract will supersede the previous contract extension scheduled to terminate on May 31, 2023.

Recommendation “C” requires a separate majority vote of the Board since debt is being incurred to support the CDBAP program.

BACKGROUND

Metro participated in a pilot bonding assistance program and piggy-backed on the City of Los Angeles’ contract in 2018 and renewed the program with a three-year contract with MWIS that became effective June 1, 2019, and was scheduled to expire on May 31, 2022. The City of Los Angeles was not able to complete its procurement process to award a new contract to provide CDBAP services and approved two, as-needed six-month contract extensions until a new contract could be awarded. To align with the City’s contract extension, the Metro Board approved two, as-needed six-month contract extensions in April of 2022 until a new contract could be awarded.

Metro established a \$4,000,000 CDBAP line of credit for the program with Bank of America. The program provides bonding assistance to small businesses for a maximum amount of \$250,000 or 40% of the bond (whichever is lower) per bond transaction cap dollar amount. Other agencies partnering in the CDABP program include the Los Angeles World Airports, the Department of Water and Power, the Port of Los Angeles, SCM Public Works, and the County of Los Angeles.

Metro has issued five bonds to date for an aggregate amount of \$1.25 million to assist certified small businesses to bond and perform on over \$15 million in Metro contract awards on construction projects. Of the five bonds, two have been completed and are shown below.

Small Business Name	Assistance Amount	Metro Project	Cert. Type	Small Business Contract Award	Status
G&F Concrete	\$250,000	Rosa Parks Willowbrook Station	DBE SBE	\$1,253,850	Completed
SJN Builders, Inc.	\$250,000	Rosa Parks Willowbrook Station	SBE	\$5,091,101	Completed
KPA Constructors, Inc.	\$250,000	Regional Connector Transit Corridor	DBE SBE	\$3,691,555	Active
Global Electric	\$250,000	Westside Purple Line Section 1	DBE SBE	\$3,192,000	Active
KPA Constructors, Inc.	\$250,000	Westside Purple Line Section 1	DBE SBE	\$1,850,000	Active
Total				\$15,078,506	

Additionally, approximately 251 small business owners have graduated from the training academies provided by the consultant. Of these, 130 small business owners graduated from Metro sponsored training academies. MWIS provides staff with three specific program metrics that are used as key

performance indicators that are reported to Metro on a monthly basis. The key performance indicators below reflect activity from June 1, 2019 through October 31, 2022.

- MWIS has completed over 727 assessments of small businesses and completed workplans in an effort to increase their capacity.
- MWIS has referred over 556 small businesses to Metro's Vendor Portal, Certification or Pre-Qualification resources.
- MWIS has completed or enhanced over 592 contractor profiles to assist small businesses in strengthening their marketing plans.

DISCUSSION

Government agencies are required to obtain, from their prime contractors, performance and payment bonds on public works contracts over \$25,000. Payment bonds are required by Public Contracts Code Section 7103 and shall be equal to 100% of the contract price. Public Contract Code Section 6825 requires a design-build entity to provide payment and performance bonds for the project and in no case shall the payment bond be less than the amount of the performance bond. FTA Circular 4220.1F states the Common Grant Rules require performance and payment bonds in the amount of 100% of the contract price for construction contracts. Therefore, Metro construction contracts require its prime contractors to provide Payment and Performance bonds in the amount of 100% of the contract price in the form and format provided by Metro.

Staff also explored the feasibility of increasing the CDBAP program limit above \$250,000. Staff learned that the sureties that guarantee these bonds are comfortable with \$250,000 limit considering the potential risks involved. The CDBAP program consultant also reported that the current level of support adequately meets the needs of the small business community. However, future bond support may be available but only on a case-by-case basis.

Metro staff has also implemented the Contractor Finance Assistance Program (CFAP) which is part of the CDBAP program. The CFAP allows the certified small business to access up to 25% of their contract to help with a financial crisis such as delayed invoice payments or other Metro contract related costs the may present a financial barrier.

DETERMINATION OF SAFETY IMPACT

No safety impact

FINANCIAL IMPACT

The Board's approval of this contract includes the cost to continue the \$4 million line of credit with Bank of America at \$18,000 per year for a three-year total of \$54,000; the cost to execute individual stand-by letters of credit at 2,000 each up to \$80,000 per year depending on the number requested by certified small businesses at a cost not to exceed \$240,000 for three years, and the three-year

contract with MWIS in the amount of \$2,650,780.

The budget for the remainder of fiscal year 2023 is already included in the adopted budget. Since this is a multiyear contract, Bonding Program Manager and Cost Center manager are responsible for future year budgets through the Annual Budget Development process.

Impact to Budget

Current fiscal year costs for the MWIS contract and the Line of Credit fees are in Cost Center 2130. Funding will be from eligible and available funding sources which include General Funds. This fund is eligible for Metro Bus and Rail operations and capital expenses. Costs for individual letters of credit will be paid by the projects for which the contractors are providing services.

EQUITY PLATFORM

Staff recommendations will facilitate the implementation of programs that support local small, disadvantaged, minority, women and veteran owned businesses to become more sustainable, financially stable, and have access to capital like larger competing companies. The CDABP has assisted certified small businesses in capturing over \$15 million dollars in Metro contracts. These SBE and DBE contract dollars were reflected in the appropriate fiscal years towards Metro's annual percentage goals. Metro has set aspirational targets to achieve 48% small business participation in its' contracting by 2028. As staff administers programs such as the CDABP, it will assist in meeting Metro's 48 by 28 aspirational targets and strengthen efforts to grow small and disadvantaged business enterprises.

Staff supports continuing this program to provide financial, capacity building and bonding services to small businesses in this region. This was an open procurement by the City of Los Angeles and Merriwether & Williams was the only respondent to the request for proposal. Merriwether & Williams Insurance Services made a 19.5% SBE and 4.5% DVBE commitment to subcontractors performing on Metro's contract. On Metro's current contract, Merriwether & Williams made a 23.33% commitment and has attained 34.02% participation to date.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports strategic plan goal 5.5: Metro will expand opportunities for businesses and external organizations to work with us. The CDABP program expands Metro's capability to contract with construction companies on our projects, and also expands small businesses' ability to qualify for larger construction contract opportunities that have increased bonding requirements.

ALTERNATIVES CONSIDERED

The Metro Board could choose not to renew the CDABP program which would negatively impact small businesses by not providing the development, bonding and financial support that might be needed to perform on Metro contracts.

NEXT STEPS

- Upon Board approval, staff will execute a renewal Contract with MWIS for a three-year term.
- Extend the line of credit with Bank of America for a three-year term.
- Execute a no cost Memorandum of Understanding with the City of Los Angeles for a three-year term.

ATTACHMENTS

Attachment A - Contractor Development and Bonding Program MOU

Attachment B - Board Resolution

Attachment C - DEOD Summary

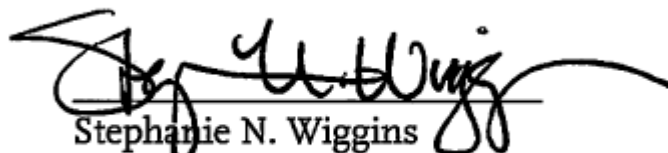
Prepared by: Debra Avila, Deputy Chief, Vendor/Contract Management Officer (213) 418-3051

Miguel Cabral, Senior Executive Officer, DEOD, (213) 418-3270

Tashai Smith, Executive Officer, DEOD (213) 922-2128

Keith A. Compton, Director, DEOD (213) 922-2406

Reviewed by: Nalini Ahuja, Chief Financial Officer, Office of Management and Budget, (213)
922-3088



Stephanie N. Wiggins
Chief Executive Officer

ATTACHMENT - A

CONTRACTOR DEVELOPMENT AND BONDING PROGRAM

MEMORANDUM OF UNDERSTANDING

BY AND BETWEEN

CITY OF LOS ANGELES

AND

**LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION
AUTHORITY**

ATTACHMENT - A

**CONTRACTOR DEVELOPMENT AND BONDING PROGRAM
MEMORANDUM OF UNDERSTANDING**

INDEX

<u>SECTION</u>	<u>TITLE</u>	<u>PAGE</u>
1.0	CITY OF LOS ANGELES, CAO RISK MANAGEMENT RESPONSIBILITIES.....	3
2.0	METRO RESPONSIBILITIES.....	4
3.0	CDBP COMPONENTS.....	5
4.0	INDEMNIFICATION.....	6
5.0	TERMINATION.....	6
6.0	TERMS OF MEMORANDUM OF UNDERSTANDING.....	6
7.0	SIGNATURE PAGE.....	7
8.0	GLOSSARY OF TERMS.....	8

THIS MEMORANDUM OF UNDERSTANDING (MOU), is made and entered into by and between the CITY OF LOS ANGELES (CITY) and the LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY (METRO). Each party joining this MOU will be responsible for its own activities as defined in this MOU.

IN WITNESS WHEREOF, the Parties hereto have caused their duly authorized representatives to execute this MOU on the 1st day of February, 2023 to be effective immediately for a three year term.

RECITALS:

- A METRO is extending an agreement with the CITY to participate and access the CITY's Contractor Development Assistance and Bonding Program (CDABP). METRO will utilize existing CDABP program administration services, as needed provided through the CITY and its contracted broker, Merriwether & Williams Insurance Services (BROKER).
- B. The CITY and METRO require contractors to obtain bid, payment, and performance bonds when working on CITY or METRO projects.
- C. It has come to the attention of CITY and METRO that some small businesses are unable to compete for CITY or METRO work due to their difficulty obtaining the required surety bonds.
- D. The CITY'S RISK MANAGEMENT Office possesses certain requisite knowledge and resources to coordinate and assist in the administration of the CDBP. As such, METRO seeks to continue accessing the CITY's and their Broker/Service Provider's assistance in implementing and administering a comparable program on behalf of METRO.
- E. BROKER competed in a Request for Proposal process, and was selected by the CITY to be the BROKER on the CDABP.

Now, therefore, the parties do agree as follows:

1.0 CITY OF LOS ANGELES

The CITY will:

- 1.1 Assist in the coordination and implementation of the CDABP between BROKER, CITY and METRO to replicate a similar program on behalf of METRO.
- 1.2 Work with BROKER and METRO to design and structure a "shared resource – shared cost" arrangement between the parties.

ATTACHMENT - A

- 1.3 Share with METRO, CITY's experience and work product in implementing CDABP for the purpose of METRO's desire to sponsor a comparable program on behalf of METRO.
- 1.4 Assist METRO in developing the Broker/Service Provider's Scope of Services.
- 1.5 Coordinate with METRO in developing the BROKER Request for Proposal and Contract. Advise METRO on the administration of the Broker Contract to confirm Broker activities are in compliance with Contract terms.
- 1.6 Assist in establishing CDABP cost controls.
- 1.7 Conduct periodic reviews to verify compliance with MOU terms and conditions.
- 1.8 Develop rationale to allocate shared CDABP costs for consideration and acceptance by METRO.
- 1.9 Provide administrative services support as necessary.
- 1.10 Provide additional services as deemed necessary.
- 1.11 Administer the CDABP through the Office of the City Administrative Officer, Risk Management (RISK MANAGEMENT).

2.0 LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY

METRO will:

- 2.1 Implement contract with BROKER and administer CDABP for METRO contracting activities.
- 2.2 Review and pay monthly invoices directly to BROKER. Invoices will reflect costs for monthly BROKER services, third-party funds administration, financial analysis, etc.
- 2.3 Provide timely and accurate information to CITY when requested.
- 2.4 Attend meetings with CITY and BROKER, as necessary.

- 2.5 Participate in the Request For Proposal (RFP) selection process with the CITY for BROKER.
- 2.6 Establish and maintain a line of credit or other collateral instrument which allows for the issuance of program bond guarantees.

3.0 CDABP PROVISIONS:

- 3.1 At METRO, the program will only be available to Small Business Enterprises (SBE), Disadvantaged Business Enterprises (DBE) and Disabled Veteran Business Enterprises (DVBE) contractors and subcontractors interested in bidding on METRO contracts.
- 3.2 The program will provide for the use of financial guarantees to obtain bid, payment and performance bonds.
- 3.3 BROKER invoicing will be submitted monthly to METRO and will only reflect actual services rendered.
- 3.4 METRO must notify CITY prior to making any material changes to the CDBP components.
- 3.5 The allocated percentages used to calculate the indirect CDABP costs for the next twelve months are included in the contract. This allocation percentage will be based upon each program agency's contract value as proportionately compared to the total of all program members' contract values combined. An alternative allocation methodology may be utilized if agreed upon by all CDABP members. Indirect percentages will be fixed for the term of the contract unless a member(s) contract amount changes during the course of the contract.
- 3.6 Prior to the CDABP, program members must complete the following:
 - 1. Establish and/or identify account(s) to cover the costs for monthly BROKER invoices (amounts based on annual contract limits) and any future CDABP contractor defaults within that program members construction program (amount may need to be increased based upon higher levels of outstanding letters of credit or collateral).
 - 2. Assign a primary staff authority and a designee (in case of absence of the primary staff authority) to authorize letters of credit or collateral issuance in an expeditious manner.
 - 3. Sign and date the CDABP MOU.

ATTACHMENT - A

4. Assign staff to assist RISK MANAGEMENT in coordinating the CDABP.
5. Receive METRO Board approval of CDABP, including the use of Letters of Credit or other collateral instruments to serve as guarantees to program sureties.

4.0 INDEMNIFICATION

- 4.1 All parties to this agreement agree to hold each other harmless for all causes of actions, claims, charges or other demands of any nature, arising from the acts or omissions of the indemnifying party in regard to services provided under and during the term of this MOU, in accordance with California Government Code 895.4 and 895.6.


5.0 TERMINATION

- 5.1 This agreement may be canceled by any member of this MOU with or without cause on thirty (30) days written notice and payment in full of all proportioned CDABP fees, costs and expenses for services already rendered. Said notice, on the CITY's behalf, will be given by the City Administrative Officer or the Director of Risk Management as designee.

6.0 TERM OF MEMORANDUM OR UNDERSTANDING

- 6.1 The term of this MOU is coterminous with the CDABP Member's contract with the BROKER.

IN WITNESS WHEREOF, the parties hereto have caused their duly authorized representatives to execute this Memorandum Of Understanding to be effective on the 1st day of February, 2023

By 

Matthew W. Szabo
City of Los Angeles Administration Officer

By _____
DEBRA AVILA
Deputy Chief Vendor/Contract Management Officer METRO

APPROVED AS TO FORM:

MICHAEL N. FEUER, City Attorney

By: 

DANIEL KREINBRING
Deputy City Attorney

DAWYN R. HARRISON
Acting County Counsel

By: RICHARD P. CHASTANG
Assistant County Counsel

GLOSSARY OF TERMS

1. Broker – The person or company who works on behalf of the Program Members to assist small, MBE/WBE/OBE contractors in obtaining the required surety bonding. Must have a Broker’s license to be a Broker.
2. Surety Bonds – The financial instrument, required by the CDABP to bid on projects, that is written for a specific amount and for a specific project. The dollar amount of the bond is the amount which the surety is willing to pay in case a CDABP contractor defaults on the project.
 - a. Bid Bond – A guarantee that, if awarded, the contractor will enter into a contract under the same terms and conditions as bid.
 - b. Performance Bond – A bond issued by a surety company guaranteeing to complete a construction contract if the contractor defaults.
 - c. Payment Bond - Guarantees that subcontractors of the prime contractor will be paid for labor and materials. These are often required in conjunction with performance bonds.
3. Surety – The bond company or guarantor that provides the bond on a specific project.
4. CDABP Contractor – The contractor or subcontractor who uses the CDABP to establish or increase their bonding capacity.
5. Third Party Funds Administrator – Manages progress payments from the CITY or METRO to a CDABP prime contractor or the CITY’s or METRO ’s prime contractor payments to a CDABP subcontractor, ensuring all subcontractors and material suppliers are appropriately paid.
6. Irrevocable Letter of Credit – A financial instrument that is used by a surety to drawdown from the Line of Credit as a form of a guarantee. It is irrevocable because the letter of credit cannot be modified unless all parties agree.
7. Line of Credit –A source of credit provided by a financial institution that is used for financial guarantees.
8. Underwriting Data – Data gathered by the BROKER and Surety to help assess the risks and make a determination on whether to provide a bond. Usually requires bank statements, tax statements, company financials, application data, etc.

ATTACHMENT - A

9. Drawdown – A withdrawal against a specific Letter of Credit or other collateral instrument following a default and surety paid claim to complete the contracted public work.
10. Financial Guarantees – An amount of money stated in dollars, that the CITY or METRO is willing to guarantee to the Surety in case of a default by a CDABP contractor against the bond.
11. Indirect Costs – Those costs of the CDABP that are not directly chargeable to a Department, Agency or project and are shared by each member of this MOU. These costs are typically all costs that occur prior to successfully bonding a contractor for a specific bid or contract. These costs would include CDABP outreach and administration, member consultation and technical assistance, financial statement preparation and review, review of application data, tax statements and company financials, and post award contract monitoring. It includes time spent working with CDABP broker, surety and CPA partners.
12. Direct Costs – Once a CDABP contractor identifies a CITY or METRO contract that they want to bid on, those subsequent third-party costs directly associated with securing the required bonds are considered direct costs. Unlike indirect costs, these costs are not shared by all MOU members but are charged directly to the contracting Department or agency. These costs typically include letter of credit fees for financial guarantees and TPFA fees. These costs are only incurred if the contractor is the successful low bidder.
13. CDABP Contractor Default – A CDABP contractor default occurs when a surety is obligated for payment under the guaranteed bond following a CDABP contractor nonperformance or nonpayment.
14. CDABP Member Agency – Agencies that are members of this MOU. Currently, there are two CDABP Member Agencies, the City of Los Angeles and the Los Angeles County Metropolitan Transportation Authority.

BOARD RESOLUTION

**RESOLUTION OF THE LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY
AUTHORIZING ENTERING A LINE OF CREDIT FACILITY TO SUPPORT THE BONDING ASSISTANCE PROGRAM**

WHEREAS, this Board of Directors deems it desirable and in the best interest of the agency to enter into a Line of Credit with a financial institution to support the Bonding Assistance Program, and

WHEREAS, this Board of Directors has broad authority to establish such Line of Credit indebtedness, and

WHEREAS, the Line of Credit to support the Bonding Assistance Program has a strong transportation and public purpose

NOW, THEREFORE, BE IT RESOLVED, that this agency establish an annually renewable Line of Credit (LOC) up to \$4,000,000.

RESOLVED FURTHER that the Chief Executive Officer, Chief Financial Officer, or Treasurer of this agency are hereby authorized, directed and empowered to execute, for and on behalf of this agency and in its name, any and all documents required in connection with the Line of Credit, including but not limited to any agreements and notes with such changes, thereto as the person executing same shall approve, such approval to be conclusively evidenced by the execution and delivery thereof.

RESOLVED, that the officers of this agency are, and each acting alone is, hereby authorized to do and perform any and all such acts, including execution of any and all documents and certificates, as such officers shall deem necessary or advisable, to carry out the purposes and intent of the foregoing resolutions.

RESOLVED FURTHER, that any actions taken by such officers prior to the date of the foregoing resolutions adopted hereby that are within the authority conferred thereby are hereby ratified, confirmed and approved as the acts and deeds of this agency.

DEOD SUMMARY

SMALL BUSINESS BONDING ASSISTANCE PROGRAM

A. Small Business Participation

The Diversity & Economic Opportunity Department (DEOD) did not establish an SBE/DVBE goal for this procurement. Merriwether & Williams Insurance Services made a 19.5% SBE and 4.5% DVBE commitment.

SBE Subcontractor		% Committed
1.	3D Networks	19.5%
Total SBE Commitment		19.5%

DVBE Subcontractor		% Committed
1.	G&C Equipment Corporation	4.5%
Total DVBE Commitment		4.5%

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this contract.

D. Project Labor Agreement/Construction Careers Policy

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



Board Report

File #: 2022-0865, File Type: Project

Agenda Number: 19.

CONSTRUCTION COMMITTEE FEBRUARY 16, 2023

SUBJECT: EAST SAN FERNANDO VALLEY LIGHT RAIL TRANSIT LINE PROJECT

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a firm fixed price Contract No. PS89616000 to San Fernando Transit Constructors (SFTC), a Joint Venture (JV) of Skanska USA Civil West California District, Inc. (Skanska) and Stacy and Witbeck, Inc., for Phase 1 Preconstruction Services of the Progressive Design-Build contract for the East San Fernando Valley Light Rail Transit Line Project (Project) in the amount of \$30,979,750, subject to the resolution of protest(s) if any;
- B. ESTABLISH a Preconstruction Phase-of-Project Budget (Preconstruction Budget) for the Project in the amount of \$496,856,000; and
- C. NEGOTIATE and EXECUTE all project-related agreements and modifications to existing contracts within the authorized Preconstruction Budget.

ISSUE

Staff is seeking the Board's approval for two items: (1) to award a Progressive Design-Build firm fixed price Contract No. PS89616000 to San Fernando Transit Constructors (SFTC), a Joint Venture (JV) of Skanska USA Civil West California District, Inc. (Skanska) and Stacy and Witbeck, Inc. in the amount of \$30,979,750; and (2) to establish a Preconstruction Budget of \$496,856,000. The Preconstruction Budget is inclusive of all previously awarded contracts, incurred expenses to date of \$92,218,000, and anticipated additional preconstruction activities performed by the Progressive Design/Build Contractor and existing professional services contracts for the Project, all as summarized in the expenditure and funding plan for the Preconstruction Budget as shown in Attachment A.

BACKGROUND

The Project extends north from the Van Nuys Metro G-Line station to the Sylmar/San Fernando Metrolink Station, a total of 9.2 miles with 14 at-grade stations. The Metro Board certified the Final

Environmental Impact Report on December 3, 2020, and the Project achieved a Record of Decision on January 29, 2021. Included in the environmental document was the initial operating segment (IOS), defined as the southern 6.7 miles of the Project alignment. The IOS, or more recently identified as the southern segment, is street running in the middle of Van Nuys Boulevard and includes 11 at-grade stations along with the maintenance facility. This southern segment of the Project is the subject of this board action. The remaining northern 2.5-mile environmentally cleared segment, more recently identified as the northern segment, is going through additional analysis as directed by the Board in December 2020 and is not included in this board action.

The Project is currently in the final stages of preliminary engineering (PE) design for the southern segment. Staff is finalizing internal and third-party comments, resolving outstanding internal and third-party issues, and completing underground field investigations. Final design for select Department of Water and Power (DWP) utility relocations is also being advanced. The PE design consists of street improvements and guideway design advanced to 60 percent and all other design elements (stations, maintenance facility, utilities, landscaping, and systems) to 30 percent.

To move into the phase of preconstruction services, the Project will utilize the board approved Progressive Design-Build contract method and will continue to utilize support from Metro labor and previously awarded and existing contracts and agreements, as listed below and further explained in Attachment A:

- Program Management Support Services provided by KKCS/Triunity JV (KTJV) on call support contract (Contract No. AE35279);
- Engineering consultants Gannett Fleming, Inc (general engineering) and SECOTrans (systems engineering) (Contract No AE58083 and Contract No AE47810E0128);
- Environmental support services provided by ICF's on call support contract (Contract No. PS20111);
- Construction Management Support Services from AMM, JV (Contract No. AE82218000); and,
- Project Controls Support Services from KTJV (Contract No. PS89856000).

DISCUSSION

The preconstruction budget consists of costs incurred to date and a forecast of Phase 1 and Phase 2 early works costs through fiscal year 2024. Perhaps the most critical component of the Phase 1 scope is reducing the cost of the Project to a value that is affordable within current and projected funding sources. Contained within the preconstruction budget is the scope of work and funding that provides for Metro, the Contractor, and third parties (such as DWP, the City of Los Angeles, and the County of Los Angeles) to collaborate on innovative solutions that achieve the objective of cost reduction. These solutions include but are not limited to reduced scope required by third parties, more efficient staging and/or phasing proposed by the Contractor and approved by Metro and third parties, value engineering within the parameters of performance requirements, and technology evaluation.

The main elements of the forecasted costs, which are provided in detail within Attachment A, are typical agency costs for a mega-project and include right of way acquisitions (\$114.575M), anticipated early works packages (\$109.060M), third-party, oversight, engineering, and other professional services costs (\$70.885M) and 15% contingency (\$52.695). The Federal Transit Administration's oversight procedure 40c recommends a minimum level of contingency of 15% for the design phase of a project.

The agency's commitment to the Contractor at this time is \$30,979,750, and the allocation of these funds to the Contractor does not jeopardize the agency's ability to mitigate the cost or schedule of the project, nor does it jeopardize the agency's ability to off-ramp the Contractor.

Progressive Design-Build works best on projects with sequence and schedule sensitivities and where the design is complex, difficult to define, and/or subject to change. Those criteria exist on the subject Project due to the interfaces with other transit projects that are currently in the planning, design, and/or construction stages (and therefore are subject to design and schedule changes), the potential for implementing innovative emerging technology elements, and necessary interfaces with third-party stakeholders. Additionally, this Project faces an unprecedented level of coordination and planning with major third-party stakeholders such as DWP, the City of Los Angeles, and the County of Los Angeles. Utilizing the Progressive Design-Build delivery method will provide for the efficient management of risks, allow for appropriate collaboration with the selected qualified contractor to deliver a complex project, and encourage the optimization of interface management between internal Metro departments, other projects, and third-party stakeholders. Progressive Design-Build is one of the strategies Program Management Department applies to address project risks and current cost escalation trends in the construction industry.

The Progressive Design-Build contract for the Project will be delivered in two phases, as described in more detail below:

Phase 1 is preconstruction services. The scope of work for this phase consists of a thorough evaluation of the current PE designs, a constructability, value engineering, and innovation analysis, a bottoms-up cost and schedule analysis, and early works packages. Phase 1 also establishes the scope of work and price for Phase 2, which includes final design, construction, testing, and commissioning for the entirety of the Project. All Phase 1 work will be performed within the Board approved Preconstruction Budget.

Upon issuance of Notice to Proceed (NTP) for Phase 1, the Progressive Design-Build Contractor (Contractor) and Metro will work side by side to review constructability, undertake value engineering and innovation tasks, assess market conditions, provide schedule and cost estimates, perform risk assessments, and develop a design and construction schedule for the Project. Throughout Phase 1, the Contractor will provide Metro with Opinions of Probable Cost (OPC) which are open book detailed cost estimates that will enable Metro to evaluate the overall projected Project schedule and costs against the Project budget and make necessary adjustments to scope and/or schedule that protect the affordability of the Project.

To optimize the Project schedule, early work packages for discrete scopes of work included in Phase 2 may be defined, and Metro and the Contractor may agree to firm pricing, after which Metro may issue an early works package NTP prior to issuance of the full Phase 2 NTP. Examples of these early

works packages may include field investigations, demolition of buildings within Metro acquired properties, construction of utility adjustments/relocations, and final design. A line item for early works packages is included in Attachment A.

If a final negotiated OPC is reached, staff will seek Board approval to award all of Phase 2 to the Contractor. If a final OPC cannot be reached, Metro will have the option to terminate the contract with the Contractor and package the design documents into a separate bid package. This off-ramp will be available to Metro throughout the course of Phase 1 and will be evaluated at each OPC.

Throughout Phase 1 negotiations, the following parameters will be maintained to mitigate discrepancies and lead to a positive outcome:

- the Contractor's Phase 2 Management Lump Sum Fee (expressed as lump sum dollar amount per month) and Phase 2 Margin Percentage that was included in the Contractor's original proposal will be retained in all OPCs;
- if Metro and the Contractor cannot reach an agreement on the Phase 2 pricing and terms, Metro may exercise its right to off-ramp as described above, ensuring accountability for the Contractor to effectively work with Metro through all phases;
- the Phase 1 Contract sets out the form and frequency of OPCs to provide for multiple checkpoints for Metro;
- the Contract sets out the form of the price proposal for Phase 2 and the information that the Contractor is required to submit;
- the Contract sets out a clear governance structure for managing Phase 1, including the establishment of working groups that include members from Metro, the Contractor team, and any relevant third parties; and,
- the process for establishing all OPCs will employ transparent open-book methods and the use of independent cost and schedule estimates to enable validation of pricing.

Phase 2 work begins upon successful cost and schedule negotiations for all work associated with the Project and includes the final design and construction of all work not included in Phase 1 or early works packages. When the Project is ready to proceed into Phase 2, staff will return to the Board to seek authority to enter into Phase 2 and to set the Life of Project budget (LOP). The LOP will be inclusive of all previous costs, including the Preconstruction Budget and the negotiated final price for all Phase 2 work. Board approval of the LOP and a successfully negotiated final design and construction contract with Metro allows the Contractor to proceed into Phase 2.

As an essential element of the preconstruction phase, staff recommends the award of a firm fixed price contract for the Project for the Phase 1 Preconstruction Services as further explained in the Procurement Summary in Attachment B and DEOD Summary in Attachment C.

DETERMINATION OF SAFETY IMPACT

The recommended Board action will have no detrimental safety impact.

FINANCIAL IMPACT

The funds required in FY23 for the Phase 1 Preconstruction Services are included in the adopted budget under Cost Center 8510 Project number 865521, East San Fernando Valley Light Rail Transit Corridor, under various accounts, including professional and technical services. Annual budgeting within the approved preconstruction budget for the future fiscal years (FY24, FY25, FY26) will be the responsibility of the Project Manager, Cost Center Manager, and the Chief Program Management Officer.

The Preconstruction Budget is for Phase 1 Preconstruction Services only, and additional funding will be needed to complete the southern segment. However, the amount of the Preconstruction Budget is consistent with the comparable services identified in the current cost estimate for the total southern segment. Metro has developed a preliminary cost estimate for the southern segment in coordination with the Federal Transit Administration as part of the Expedited Project Delivery (EPD) grant process, which Metro is currently pursuing.

Impact to Budget

Sources of funds for the recommended actions are Measure R 35%, Measure M 35%, and Federal and State Grants. There is no impact on Operations eligible funding. No other funds were considered.

The planned Federal EPD Grant, a supplemental TIRCP State Grant (relating to AB 180), and a portion of the Measure R 35% funds are yet to be secured. These funds are needed to complete Phase 2 and the total southern segment. In the event these funds are not obtained, there is sufficient funding that is currently secured to fund the Phase 1 Preconstruction Services budget.

EQUITY PLATFORM

The Project will serve 11 new stations along Van Nuys Blvd, and will improve connections and access to key destinations. Equity Focus Communities (EFC) are within walking and biking distances to the proposed stations. Accordingly, the Project will improve access for East San Fernando Valley transit riders in EFCs along the existing route to additional destinations.

To date, Metro Community Relations (CR) staff, who include bilingual speaking staff, have met with the local neighborhood councils and representatives from the local council district offices on upcoming construction, mitigation plans/efforts, and outreach efforts to the local community. CR staff have also been visiting the small businesses along the alignment and have been providing bilingual project information along with business resources available through Metro. Also, the Project will have a Community Leadership Council (CLC) an advisory body to the Project and implement a CBO partnership that aligns with Metro's CBO Partnering Strategy.

The solicitation was available for download from Metro's Vendor Portal, was advertised in five newspapers (Asia Week, La Opinion, Los Angeles Sentinel, Los Angeles Daily News, and the Los Angeles Times), the periodical Mass Transit, and notifications were sent to small businesses based on applicable North American Industry Classification System (NAICS) codes.

As part of the procurement process, each Proposer had to demonstrate through its Proposal a well-defined approach to ensure that Cultural Competency is considered and executed for all Phases of the Work, a first of its kind requirement by Metro for a mega project. Cultural Competency requires awareness of self, reflection on one's own cultural position and potential biases, awareness of others' positions and assumptions, and the ability to interact genuinely and respectfully with others across cultural and linguistic differences ("Cultural Competency"). Each Proposer was to reference in their Proposal:

- policies and practices at the organizational level as well as values and behaviors at the individual level that enable cross cultural interaction, dialogue, and shared power;
- tools to respond effectively to diverse environments to remediate systematic denial of resources and opportunities caused by institutional prejudicial practices and policies;
- a strategy to establish reciprocal relationships that support trustworthy communication among the Project team and the community; and,
- demonstrate understanding of the communities' lived experiences such that they are able to clearly articulate how those lived experiences will inform the Work, their communications and proposed mitigations.

The recommended firm, SFTC, scored the highest in Cultural Competency. Their proposal encompassed consideration of race, ethnicity, gender, immigration status, languages spoken, socioeconomics, public transportation dependency, and where and how information is received. The recommended firm proposed many culturally competent strategies and activities as part of their approach. Several examples include:

- Researching disaggregated demographic data in the Project Area and aligning strategies for specific marginalized groups, such as minimizing bus service disruption through station hosts and temporary stops and amenities for transit-reliant community members;
- Identifying project area small businesses for project vendor services such as temporary storage, janitorial services, and catering/food services;
- Commitment to community-specific language translation and interpretation needs for project and construction information;
- Mandatory subconsultant diversity and inclusion training that aligns with Metro's D&I purpose initiatives;
- Preliminary research into local events to engage, such as City of San Fernando Day of the Dead Festival and Annual César E. Chávez Day Celebration and March for Justice; and
- Identifying 20 community and faith-based organizations to develop compensated partnerships within the Project Area

The selected firm made a DBE commitment of 19.33% which exceeds the DEOD goal of 18% DBE.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The Project supports the following strategic goals:

Strategic Goal 1: Provide high-quality mobility options that enable people to spend less time traveling.

The purpose of the Project is to provide high-capacity transit service in the San Fernando Valley.

Strategic Goal 2: Deliver outstanding trip experiences for all users of the transportation system.

The at-grade light rail system will attract bus ridership and improve the trip experience for users of the transportation system.

Strategic Goal 3: Enhance communities and lives through mobility and access to opportunity.

With 11 stations, including connections to Metro G-Line and Metrolink, the ESFV enhances mobility to the community.

Strategic Goal 4: Transform LA County through regional collaboration and national leadership.

Collaboration with the elected officials, citizens, and Metro patrons of San Fernando Valley continues to positively impact the Project.

ALTERNATIVES CONSIDERED

The Board may choose not to move forward with award of the contract and establishment of the Preconstruction Budget. This is not recommended as Metro will incur undesirable schedule delays and cost increases if the Project does not move forward. Furthermore, delay to the Project will have detrimental effects on the available Federal and State Grant funding dollars.

NEXT STEPS

After Board approval, staff will execute Contract No. PS89616000 with San Fernando Transit Constructors (SFTC), a Joint Venture (JV) of Skanska USA Civil West California District, Inc. (Skanska) and Stacy and Witbeck, Inc. to begin Phase 1 work. As the evaluation nears completion level and assuming successful OPC negotiations for Phase 2 work, staff will return to the Board for approval of an LOP budget and seek further authority for the Chief Executive Officer to execute project agreements and contract modifications within the LOP budget.

ATTACHMENTS

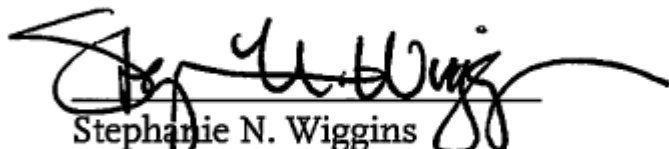
Attachment A - Expenditure and Funding Plan

Attachment B - Procurement Summary

Attachment C - DEOD Summary

Prepared by:

Reviewed by: Monica Born, Deputy Executive Officer, Program Management (562) 524-0597
Brad Owen, Executive Officer, Program Management (213) 418-3143
Tim Lindholm, Deputy Chief Program Management Officer (213) 922-2797
Debra Avila, Deputy Chief Vendor/Contract Management Officer (213) 418-3051
Sameh Ghaly, Interim Chief Program Management Officer, (213) 418-3369
Sharon Gookin, Deputy Chief Executive Officer, (213) 418-3101



Stephanie N. Wiggins
Chief Executive Officer

East San Fernando Light Rail Project Preconstruction Budget

Use of Funds (Dollars in Millions)	Total	Inception Thru FY 22	FY 23	FY 24
February 2023 Progressive Design Build Contract Award				
Phase 1 - PDB	\$ 38.500	\$ -	\$ 3.850	\$ 34.650
Additional Preconstruction Activities				
Anticipated Early Works Packages	\$ 109.060	\$ -	\$ 8.433	\$ 100.627
P3 (previously awarded)	\$ 0.500	\$ -	\$ 0.250	\$ 0.250
Professional Svcs (Agency & PMSS/PCSS)	\$ 16.137	\$ 0.872	\$ 5.989	\$ 9.275
Right of Way Acquisition	\$ 114.575	\$ 0.000	\$ 33.758	\$ 80.817
Third Party & COLA	\$ 29.796	\$ 0.468	\$ 12.411	\$ 16.917
Construction Management Support Services (previously awarded)	\$ 22.456	\$ -	\$ 7.500	\$ 14.956
LRV	\$ 1.500	\$ -	\$ 0.750	\$ 0.750
Other Professional Services	\$ 2.496	\$ 0.071	\$ 1.081	\$ 1.343
Engineering Services for Project				
General Engineering (previously awarded)	\$ 23.670	\$ 7.016	\$ 11.103	\$ 5.551
System Engineering (previously awarded)	\$ 2.114	\$ 1.079	\$ 0.555	\$ 0.480
Contingency				
Contingency (15%) *	\$ 52.695	\$ -	\$ 12.852	\$ 39.843
Environmental Planning & Pre-Authority Expenditures				
Pre-Authority Expenditures (865521)	\$ 61.493	\$ 61.493	\$ -	\$ -
Environmental Planning (405521 & 465521)	\$ 21.864	\$ 21.217	\$ 0.547	\$ 0.100
Total Preconstruction Phase Funding Cost	\$ 496.856	\$ 92.218	\$ 99.079	\$ 305.559
Source of Funds (Dollars in Millions)	Total	Inception Thru FY 22	FY 23	FY 24
LOCAL				
LACMTA Measure M Funds	\$ 249.333	\$ -	\$ 76.919	\$ 172.414
LACMTA Measure R Funds	\$ 68.500	\$ 62.866	\$ 5.634	\$ -
Proposition C	\$ 52.410	\$ 1.384	\$ 16.526	\$ 34.500
STATE				
Traffic Congestion Relief Program Funds (TCRP)	\$ 27.000	\$ 27.000	\$ -	\$ -
Transit and Intercity Rail Capital Program (TIRCP)	\$ 81.330	\$ -	\$ -	\$ 81.330
Regional Improvement Program Funds (RIP)	\$ 17.315	\$ -	\$ -	\$ 17.315
FEDERAL				
Section 5339 Alternatives Analysis	\$ 0.968	\$ 0.968	\$ -	\$ -
Total Preconstruction Phase Funding Sources	\$ 496.856	\$ 92.218	\$ 99.079	\$ 305.559

PROCUREMENT SUMMARY

EAST SAN FERNANDO VALLEY (ESFV) LIGHT RAIL TRANSIT LINE PROJECT
PS89616000

1.	Contract Number: PS89616000	
2.	Recommended Vendor: San Fernando Transit Constructors (SFTC)	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: July 29, 2022	
	B. Advertised/Publicized: July 18 and August 3, 2022	
	C. Pre-Proposal Conference: August 8, 2022	
	D. Proposals Due: November 2, 2022	
	E. Pre-Qualification Completed: December 21, 2022	
	F. Conflict of Interest Form Submitted to Ethics: November 9, 2022	
	G. Protest Period End Date: February 24, 2023	
5.	Solicitations Picked up/Downloaded: 327	Proposals Received: 3
6.	Contract Administrator: Robert Romanowski	Telephone Number: (213) 922-2633
7.	Project Manager: Monica Born	Telephone Number: (562) 524-0597

A. Procurement Background

This Board Action is to approve Contract No. PS89616000 issued in support of the progressive design-build project delivery method (approved for use on October 28, 2021, Board Report File No. 2021-0543) for construction of the East San Fernando Valley (ESFV) Light Rail Transit Line Project. Board approval of contract awards are subject to resolution of any properly submitted protest.

Prior to the release of the solicitation, starting June 10, 2022, Metro conducted an Industry Review (IR) process by releasing the draft Request for Proposals (RFP) and Progressive Design-Build Contract to the transportation construction industry. The IR was conducted in order to solicit comments on the terms and conditions of the contract and request one-on-one meetings with Metro to discuss the proposed project delivery approach in an effort to increase the likelihood that Metro would receive proposals for this solicitation. The one-on-one meetings were held virtually on June 27 and 28, 2022, in which four firms participated. Metro responded to the 115 consolidated comments by posting the publicly available responses on the Vendor Portal on July 28, 2022.

The Request for Proposals (RFP) was issued on July 29, 2022, in accordance with Metro's Acquisition Policy and the contract type for Phase 1 is firm fixed price. The RFP was issued with an 18% DBE goal for Phase 1, a range of 15-35% DBE goal for Phase 2 Final Design and Early Works Packages, and a range of 15-30% DBE

goal for Phase 2 Construction Supplement. The final DBE goal for Phase 2 will be set during negotiation of the Opinion of Probable Cost (OPC) for Phase 2.

Seven (7) amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on August 23, 2022, updated Project Requirements and Reference Documents;
- Amendment No. 2, issued on September 1, 2022, updated additional Project Requirements and Reference Documents;
- Amendment No. 3, issued on September 7, 2022, updated additional Project Requirements to include revised statutory language including for Build America, Buy America Act and the Russia-Ukraine Certification;
- Amendment No. 4, issued on September 19, 2022, clarified professional licensing requirements for the Maintenance and Storage Facility (MSF) Design Lead;
- Amendment No. 5, issued on September 22, 2022, extended the Proposal Due Date;
- Amendment No. 6, issued on October 4, 2022, revised various Contract Articles; and
- Amendment No. 7, issued on November 7, 2022, revised the DBE Contract Compliance Manual for this project delivery type, revised the instructions for Form 60 and Form 70 (Phase 2 Management Lump Sum Fee and Phase 2 Margin percentage) and finalized RFP and Contract revisions.

A virtual pre-proposal conference was held on August 8, 2022, that was attended by 139 participants. Seven sets of questions and responses were released by Metro to all plan holders prior to the proposal due date.

A total of 327 firms downloaded the RFP and were registered in the plan holder's list. A total of three proposals were received by the due date of November 2, 2022.

Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of Metro staff from Countywide Planning, Operations, Project Controls, Project Management, Systems Engineering, and the San Diego Association of Governments (SANDAG) was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following weighted evaluation criteria:

1. Capability and Experience	400 Points
2. Project Understanding	75 Points
3. Project Approach	325 Points
4. Price	<u>200 Points</u>
	1000 Points

Several factors were considered when developing these weights, giving the greatest importance to Capability and Experience, and Project Approach.

In addition, the price evaluation criteria consisted of three price elements with pre-established parameters to reflect the phases of the project, designed to establish a level playing field and to arrive at one price that would be evaluated with the understanding that only the amount listed under Phase 1 would be used for the awarded Contract Value (subject to clarification and/or negotiations) as follows:

1. Phase 1 – Pre-Construction Lump Sum Fee;
2. Phase 2 – Management Lump Sum Fee per month, converted to an aggregate total cost based on a 48-month construction period (construction duration established in the RFP for evaluation purposes only);
3. Phase 2 Margin Percentage – for an estimated construction cost of \$1,500,000,000.00 (construction cost established in the RFP for evaluation purposes only).

Of the three proposals received, all were determined to be responsive, are within the competitive range, and are listed below in alphabetical order:

1. San Fernando Transit Constructors (SFTC), a Joint Venture (JV) of Skanska USA Civil West California District, Inc. (Skanska) and Stacy and Witbeck, Inc.
2. Tutor Perini Corporation (TPC)
3. Valley Transit Constructors (VTC), a Joint Venture of Flatiron West, Inc. and Herzog Contracting Corporation

On December 7, 2022, oral presentations were conducted. During each proposer's oral presentation, project managers and key personnel discussed their proposed response to Project Understanding and Project Approach including its seven sub criteria identified in the RFP, and other technical questions. Each proposer was asked clarifying questions relevant to each firm's proposal and presentation.

After a thorough review of proposals and the oral presentations, the PET's recommendation of the best value to Metro in the order of ranking is shown in the table below:

1	Firm	Maximum Points	Earned Points	Total Points	Rank
2	San Fernando Transit Constructors (SFTC)				
3	Capability and Experience	400.00	368.83		
4	Project Understanding	75.00	69.66		
5	Project Approach	325.00	294.62		
6	Price	200.00	191.73		
7	Total	1000		924.84	1
8	Valley Transit Constructors (VTC)				
9	Capability and Experience	400.00	345.75		
10	Project Understanding	75.00	65.71		
11	Project Approach	325.00	285.72		
12	Price	200.00	200.00		
13	Total	1000		897.18	2
14	Tutor Perini Corporation (TPC)				
15	Capability and Experience	400.00	321.38		
16	Project Understanding	75.00	60.38		
17	Project Approach	325.00	256.28		
18	Price	200.00	191.97		
19	Total	1000		830.01	3

Note: All scores rounded to the second decimal.

The proposal from SFTC demonstrates the best value to Metro because it documents the largest number of successfully completed directly comparable alternative delivery projects, coupled with competitive pricing for the Phase 1 – Pre-Construction Lump Sum Fee and very competitive pricing for the monthly Phase 2 – Management Lump Sum Fee.

Additionally, SFTC scored the highest points under all evaluation criteria and subcriteria outlined in the RFP. Their designer, AECOM, will be a partner during Phase 1. The PET determined that SFTC demonstrated the greatest understanding of the risks, challenges and also opportunities of the Project, having provided tangible, specific examples of where equivalent or comparable risks, challenges, and opportunities have been solved on their past projects. Innovative approaches include the use of allowances, incentives, reverse incentives, and constructing dual purpose Train Control & Communications structures to reduce the quantity of piles that will need to be drilled adjacent to existing underground utilities. SFTC proposed innovative approaches towards cost savings measures including approaches that will minimize impacts to the community during construction as well as improve future

operational activities. Highlighting two subcriteria from the Project Approach criteria, SFTC has the best Safety record during the 2017-2022 sample years and the most comprehensive, community-centered Cultural Competency Plan.

VTC is technically capable to construct the project and also has experience with alternative project delivery methods. One of their JV partners, Flatiron, was the third JV partner on the Mid-Coast Transit Corridor Project. However, the details of VTC’s Project Approach, including proposed innovations and cost savings measures, did not demonstrate meeting a realistic schedule.

TPC is technically capable and is a known entity with multiple, current heavy rail projects currently under construction with Metro. Their proposal scored lower than the others, primarily for having presented far fewer directly comparable examples of completed at-grade or street running light rail transit line projects using an alternative project delivery method.

Cost/Price Analysis

The recommended Award Amount has been determined to be fair and reasonable based upon fact finding, comparison with an independent cost estimate (ICE), and cost and price analysis.

Proposer Name	Proposal Amount	Metro ICE	Award Amount
SFTC	\$31,632,405.70 (Phase 1)	\$27,574,000.00	\$30,979,750.00 (Phase 1)
	Phase 2 Management Lump Sum Fee \$400,582.94/month		Phase 2 Management Lump Sum Fee \$400,582.94/month
	Phase 2 Margin Percentage 8.5%		Phase 2 Margin Percentage 8.5%
VTC	\$30,958,558.57 (Phase 1)		
	Phase 2 Management Lump Sum Fee \$423,375.00/month		
	Phase 2 Margin Percentage 8.0%		
TPC	\$30,874,485.00 (Phase 1)		
	Phase 2 Management Lump Sum Fee \$568,425.57/month		
	Phase 2 Margin Percentage 8.0%		

Metro's ICE inadvertently did not include Other Direct Costs (ODCs) such as vehicles, bonds, and insurance, nor fee; the ICE only included direct labor and direct labor overhead costs. In addition, the ICE did not include the cost of Phase 1, Task 6 – Permits, Licenses, and Agreements Management.

V/CM staff held discussions with the top ranked Proposer and successfully negotiated a cost savings of \$652,656 for Phase 1 Preconstruction Lump Sum Fee.

D. Background on Recommended Contractor

San Fernando Transit Constructors (SFTC) is a Joint Venture of Skanska USA Civil West California District, Inc. (Skanska) and Stacy and Witbeck, Inc. (S+W) with Skanska as the managing JV partner.

Skanska has past experience as Construction Manager/General Contractor (CM/GC) JV partner for the \$1.49B Mid-Coast Corridor Project completed in San Diego, experience on Metro's Regional Connector Project, SFO AirTrain Extension Project, and I-5 North Coast Corridor Phase 1 in San Diego. Skanska is part of a JV on existing transit projects in progress including Metro's Westside Purple Line Extension Segment 1 and is currently the Prime Contractor for the Lynnwood Link light rail transit line extension for Central Puget Sound Regional Transit Authority.

The recommended Joint Venture has a local office in Riverside California. Skanska has been an active Corporation in California since March 30, 1953, was originally licensed by Contractor's State License Board on August 03, 1953, and holds a valid class A – General Engineering license.

Stacy and Witbeck (S+W) has directly comparable past experience as the managing JV partner of the CM/GC JV for the \$1.49B Mid-Coast Corridor Project completed in San Diego and the recently completed Sixth Street Viaduct Replacement for the City of Los Angeles as the Prime Contractor. They also have experience as the Prime for multiple above ground light rail transit line projects including on-call maintenance contract for Utah Transit Authority and multiple light rail transit line projects for Valley Metro in Phoenix, Arizona.

S+W is currently the Prime for in-progress transit projects including Anaheim Canyon Metrolink Station, East Link Extension light rail extension in Portland Oregon, and the Brightline Zone 4 High Speed Rail Orlando to Cocoa Beach in Florida.

S+W has been an active California Corporation since November 19, 1981, has been licensed by the contractor's State License Board since November 24, 1981, and holds a valid class A - General Engineering license.

Skanska and Stacy + Witbeck formed a joint venture specifically for this endeavor and brings together their experience in alternative project delivery methods as well as heavy infrastructure construction.

DEOD SUMMARY

EAST SAN FERNANDO VALLEY LIGHT RAIL TRANSIT PROJECT/PS89616

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established an 18% Disadvantaged Business Enterprise (DBE) goal for Phase 1 of this project. San Fernando Transit Constructors Joint Venture (SFTC JV) made a 19.33 % DBE commitment.

Small Business Goal	DBE 18%	Small Business Commitment	DBE 19.33%
----------------------------	----------------	----------------------------------	-------------------

	DBE Subcontractors	Ethnicity	% Committed
1.	AP Engineering & Testing	Asian-Pacific American	0.06
2.	Ana Cubas Consulting LLC dba Mariposa Consulting	Hispanic American	0.49
3.	Anbessaw Consulting Inc. dba The Quality Firm	Black American	0.24
4.	Bess Test Labs	Hispanic American	3.23
5.	Cityworks Design	Hispanic American	0.35
6.	Coast Surveying	Hispanic American	0.80
7.	CPM Logistics	Caucasian Female	0.97
8.	D'Leon Consulting Engineering	Hispanic American	2.07
9.	Full Traffic Maintenance	Hispanic American	0.97
10.	Gregg Drilling	Black American	0.05
11.	JLM Staffing Solutions dba JLM Strategic Talent Partners	Black American	1.62
12.	JNA Builders, Inc.	Asian-Pacific American	0.24
13.	Kroner Environmental Services	Caucasian Female	0.16
14.	LIN Consulting Inc.	Asian-Pacific American	0.27
15.	LKG-CMC, Inc.	Caucasian Female	0.70
16.	MA Engineering	Hispanic American	0.55
17.	Martinez engineering LLC dba Joaquin R Martinez	Hispanic American	0.16
18.	Martini Drilling	Hispanic American	0.05
19.	MBI Media	Caucasian Female	0.48

20.	M-P Consultants dba in California as Colmena Engineering	Hispanic American	0.36
21.	Parthenon corporation	Hispanic American	1.29
22.	RSE Corporation	Asian-Pacific American	0.45
23.	Raul V Bravo & Associates Inc.	Hispanic American	0.17
24.	Tatsumi and Partners Inc.	Asian-Pacific American	0.15
25.	V&A Inc.	Hispanic American	1.53
26.	V&A Inc.	Hispanic American	1.92
Total DBE Commitment			19.33%

Phase 2 - Final Design Work and Construction Supplement Work (inclusive of any Early Works Package)

DEOD established a preliminary DBE goal range of 15%-35% for the Phase 2 Final Design and Early Works Packages and a 15%-30% goal range for the Phase 2 Construction Supplement. DEOD will establish the DBE goal(s) for the Phase 2 Design Work and the Phase 2 Construction Work in accordance with the provisions of the contract. SFTC JV will be required to meet or exceed the goal at the time of submission of its Phase 2 Work Proposal(s) or demonstrate good faith efforts to do so.

B. Small Business Engagement and Outreach Plan (EOP)

Proposers were required to submit a small Business Engagement Outreach Plan (EOP) as part of its proposal evidencing how it will engage and outreach to the small and disadvantaged business community on contracting opportunities for all phases of the contract work. SFTC JV met the requirements.

C. Contracting Outreach and Mentoring Plan (COMP)

The COMP is applicable to this project. At a minimum, Proposer is required to mentor two (2) firms in connection with Phase 1 Work for protégé development. SFTC JV committed to mentor four (4) firms: Bess Testab Inc., LIN Consulting Inc., D'Leon Consulting Engineers, and Full Traffic Maintenance.

For Phase 2 Final Design Work and Construction Supplement Work (inclusive of any Early Works Package), DEOD will identify the number of DBE firms for protégé development in accordance with the provisions of the contract.

D. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

E. Living Wage Service Contract Worker Retention Policy Applicability

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

F. Project Labor Agreement/Construction Careers Policy

PLA/CCP will be applicable upon award of the Phase 2 construction portion of this contract Contractor will be required to commit to meet the applicable Targeted Local Hiring requirements.

Community / Local Area Worker Goal	Apprentice Worker Goal	Disadvantaged Worker Goal
40%	20%	10%



Next stop: light rail for the Valley.

EAST SAN FERNANDO VALLEY LIGHT RAIL TRANSIT



Metro®

February 2023

Project Overview



- 6.7 miles street running, 11 Stations
- Connects to G line and Metrolink
- Multiple Contracts: Alternative Delivery (P3, PDB) & traditional DBB
- Project improves safety, travel speeds, ridership and capacity in a community with a transit-dependent population of 7.04 persons/acre, 100% higher than County average of 3.21.
- Project benefits the community by decreasing travel time, improving air quality, enhancing access to the corridor and promoting transit-oriented communities.

Project Status



- Design completion ranges from 30 to 60% complete
- Property acquisitions underway
- Construction Management contract awarded August 2022 Board meeting
- Solar P3 contract for MSF awarded at August 2022 Board meeting
- First early utility relocation contract was awarded December 2022 and is in progress
- Staff working to close the funding gap through design refinements, working with third parties and utilities, pursuing innovation, and utilizing the progressive design build (PDB) delivery method.
- Working closely with FTA to achieve a Full Funding Grant Agreement (FFGA) as part of the Expedited Project Delivery (EPD) program.
- In January 2023 Metro received a \$600 million grant award from the State through the TIRCP Cycle 6 program.

Phase 1

- First 6-9 months will include validation of existing design work and evaluation of innovative/alternative concepts with focus on lowering project cost.
- Project team then collaboratively progresses the design through specific design intervals (e.g. 60% complete, 85% complete)
- At each design interval, contractor provides costs which are negotiated and reconciled to independent cost estimates
- During Phase I, Metro may issue contract modifications for Phase 2 early works packages, such as advanced utility relocations
- At end of design process, Metro and contractor agree to guaranteed maximum price with corresponding schedule and proceed to Phase 2.

Phase 2

- Metro issues Supplement to contract and proceeds into Phase 2, construction of the project.

Preconstruction Budget

- Preconstruction Budget is a Board-approved not-to-exceed budget inclusive of all Phase I project development costs prior to primary construction (e.g. contractor Phase 1 costs, engineering, agency labor, consulting, ROW, early works/advanced utilities)
- Upon agreement with contractor for guaranteed maximum price, staff will seek approval of Life of Project Budget, including all project costs, prior to proceeding into Phase 2

Proposed Action and Recommendations



Recommendations:

- A. Award a firm fixed price Contract No. PS89616000 to San Fernando Transit Constructors, for Phase 1 Preconstruction Services of the Progressive Design-Build contract for the East San Fernando Valley Light Rail Transit Line Project (Project) in the amount of \$30,979,750, subject to the resolution of protest(s) if any;
- B. Establish a Preconstruction Phase-of-Project Budget (Preconstruction Budget) for the Project in the amount of \$496,856,000; and
- C. Negotiate and Execute all project-related agreements and modifications to existing contracts within the authorized Preconstruction Budget.

Proposer Scoring



Proposer	Technical (800 points)	Price (200 points) **	Grand Total (1000 points)
San Fernando Transit Constructors (Skanska & Stacy + Witbeck JV)	733.11	191.73	924.84
Valley Transit Constructors (Flatiron West & Herzog JV)	697.18	200.00	897.18
Tutor Perini Corporation	638.04	191.97	830.01

** Price evaluation factors included Phase 1: lump sum and delay compensation rate, and Phase 2: management lump sum fee, margin percentage and design support during construction.

Goal: 18% DBE

Commitment: 19.33% DBE

Negotiations with **SFTC** resulted in a cost savings of \$652,656 for a Pre-Construction Services LS recommended Contract Award amount of **\$30,979,750**

TECHNICAL PROPOSAL EVALUATION



- SFTC has significant alternative project delivery method experience on the Mid-Coast Corridor Project, SFO AirTrain Extension, and Portland Milwaukee LRT Project, all of which include unique components of progressive design-build
- SFTC's technical experience includes light rail at-grade projects where Skanska and Stacy + Witbeck previously worked together and as Primes. Skanska is currently a part of the \$1.2B Regional Connector. SFTC's joint list of completed light rail projects includes Expo LRT Phase 2 (E Line), Houston Metro LRT expansion, and L Line (Gold) Eastside LRT expansion
- SFTC scored the highest in Cultural Competency and their Plan encompasses consideration of race, ethnicity, gender, immigration status, languages spoken, socioeconomics, public transportation dependency, and where and how information is received
 - They have identified at least 20 CBOs that may be stakeholders
 - SFTC was the only Proposer to acknowledge that there are nine Native American Tribes represented along the corridor
- SFTC has the lowest recordable injury rate (1.34) vs national average (2.4) for 2017-2022 and scored the highest in Safety

Next Steps



- Upon Board approval, the contract will be awarded to SFTC, Notice to Proceed will be issued, and Phase I will begin
- It is expected that Phase I will be complete within 12-18 months of issuing NTP
- At the conclusion of Phase I, Metro and SFTC will negotiate a Guaranteed Maximum Price
- Should agreement on a Guaranteed Maximum Price be reached, staff will return to the Board for approval to enter into Phase II (construction). This action will also include setting the Life of Project budget for the project
- Throughout the process, Metro will continue to work with the contractor and third parties to close the funding gap through design refinements and alternative concepts
- Staff will continue working with FTA to achieve a Full Funding Grant Agreement
- The forecasted opening date for the ESFV project will continue to be refined during the Progressive Design Build process.



Board Report

File #: 2023-0012, **File Type:** Informational Report

Agenda Number:

CONSTRUCTION COMMITTEE FEBRUARY 16, 2023

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 2022.

ISSUE

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

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

BACKGROUND

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

DISCUSSION

Metro's PLA/CCP provides training and employment opportunities in the construction industry to individuals from economically disadvantaged areas and individuals that are socially barriered. As of this reporting period, over \$475 million in wages have been paid to individuals residing in economically disadvantaged areas, and over \$89 million in wages paid to disadvantaged individuals.

This report provides a status update on the construction contracts covered by the PLA/CCP, including an overview of the Diversity and Economic Opportunity Department (DEOD) staff's efforts on female participation. This report provides an update on the PLA/CCP through the quarter ending September 2022.

PLA/CCP Status Update

As of September 2022, there are thirteen active construction contracts with PLA/CCP program requirements including seven contracts subject to the Local Hire Initiative. All thirteen contractors exceeded the 40% Local Worker/Targeted Goal, four exceeded the 20% Apprentice Worker Goal, and six exceeded the 10% Disadvantaged Worker Goal. Thirty completed construction contracts were subject to the PLA/CCP. Overall (aggregate), PLA/CCP program-wide attainment of the three workforce goals has been met and exceeded.

The following table represents the active construction projects as of the September 2022 quarterly reporting period.

Projects subject to Local Hire Initiative

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	44.45%	40.61%	16.26%	7.57%	2.68% = D	38.09%
Purple Line Ex. Sec 3 – Tunnels Project	Frontier Kemper/Tutor Perini Corp.	70.79%	42.42%	16.67%	7.80%	3.63% = C	51.61%
Soundwall #11 Construction	Powell Constructors, Inc.	99.33%	41.85%	17.14%	10.87%	0.48% = F	41.88%
Div 20 Portal Widening Turnback Project	Tutor Perini Corp.	86.40%	47.44%	19.80%	8.83%	5.95% = B	29.51%
Metro Center St. Project	SJ Amoroso Construction	42.93%	58.21%	14.25%	1.68%	2.61% = D	97.32%
Airport Metro Connector Site Work & Rails System	Hensel Phelps/Herzog JV	85.92%	45.56%	20.20%	9.30%	7.23% = A	39.40%
Airport Metro Connector Transit Station	Tutor Perini Corp.	12.57%	53.30%	14.89%	7.53%	4.86% = B	32.03%

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

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

Projects subject to Targeted Hire/National

Project Name	Prime Contractor	Project Completion Percent	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Crenshaw/LAX Transit Corridor	Walsh/Shea Constructors	99.95%	59.24%	23.47%	10.23%	3.61% = C	30.38%
Regional Connector Transit Corridor	Regional Connectors, JV	98.80%	62.53%	20.29%	10.80%	4.23% = C	70.58%
Westside Subway Extension Project, Sec 1	Skanska-Taylor-Shea, JV	83.38%	62.42%	20.27%	12.75%	3.79% = C	70.25%
Purple Line Ext. Sec. 3 – Stations Project	Tutor Perini/O&G, JV	15.10%	62.72%	11.25%	16.44%	3.95% = C	75.60%
1 st /Central Street Eastside Access Improv Project (EAIP)	Griffith Company	79.10%	60.99%	18.81%	16.67%	8.02% = A	97.88%
Rail to Rail Active Transportation Corridor	Griffith Company	9.01%	59.79%	18.65%	7.49%	9.03% = A	27.70%

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

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

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

Female Workers on Active Construction Projects

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

Included in the motion is the creation of a report card/score card system reflecting the attainment of the female participation goals for Metro Project Labor Agreement/Construction Careers Policy

contractors that is aimed at encouraging contractors to exceed the 6.9% female participation goal.

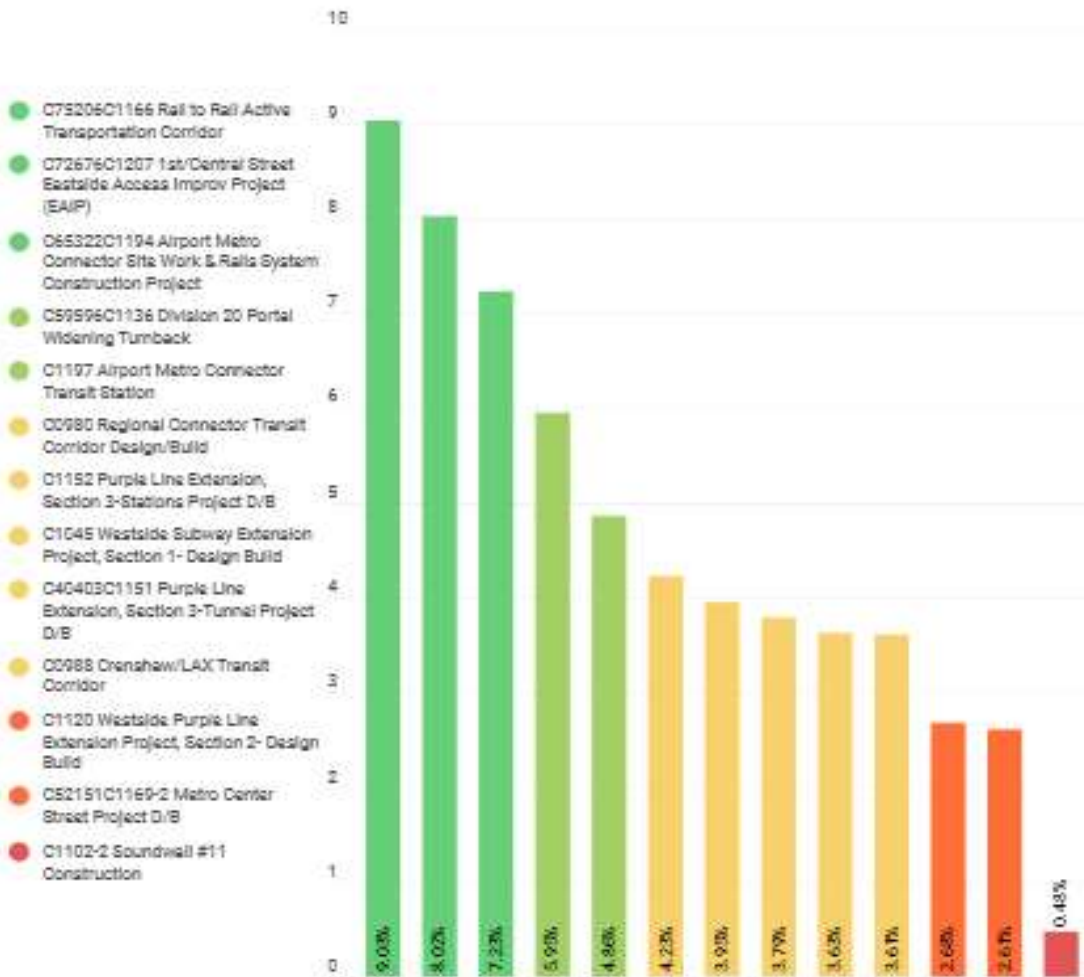
Below is the Female Participation Score Card as of September 2022.



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 Executive Order 11246 Female Participation goal of 6.9% on Metro construction projects.

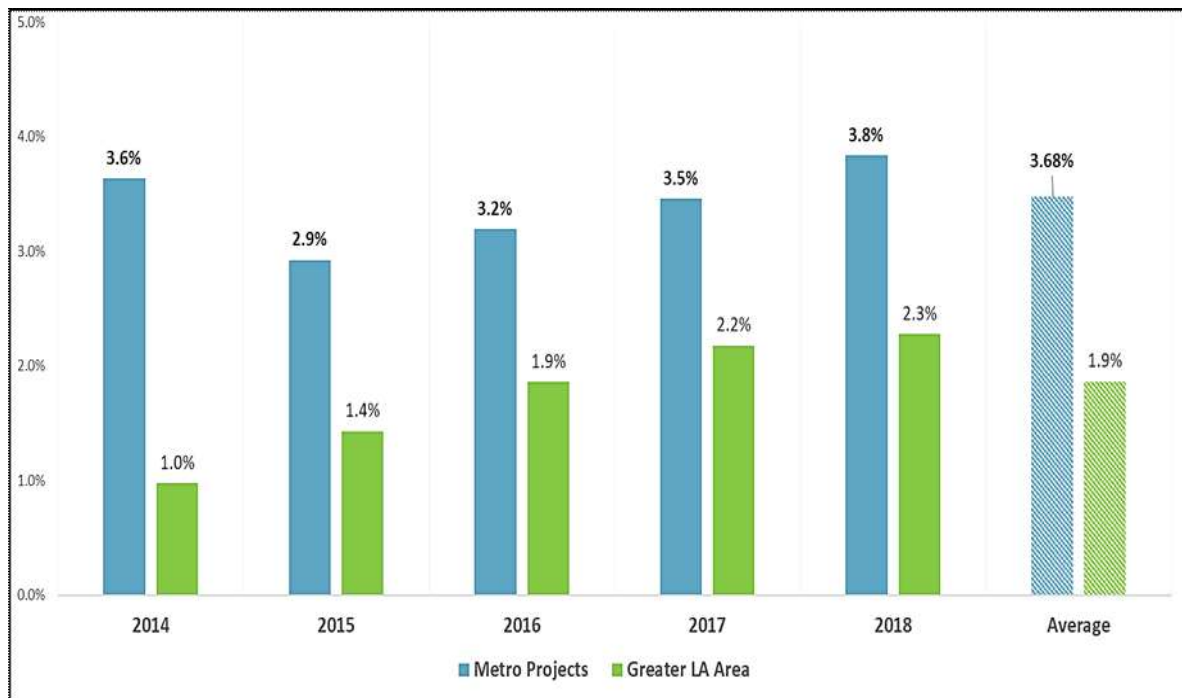
Quarterly Report - July 2022 to September 2022



The average female participation in Metro construction projects is at 3.72% of total work hours, which is higher compared to less than 2.0% on other non-Metro public works construction projects in the region. The national average for women in construction is below 3.0%.

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

Metro Female Participation (2014-2018)



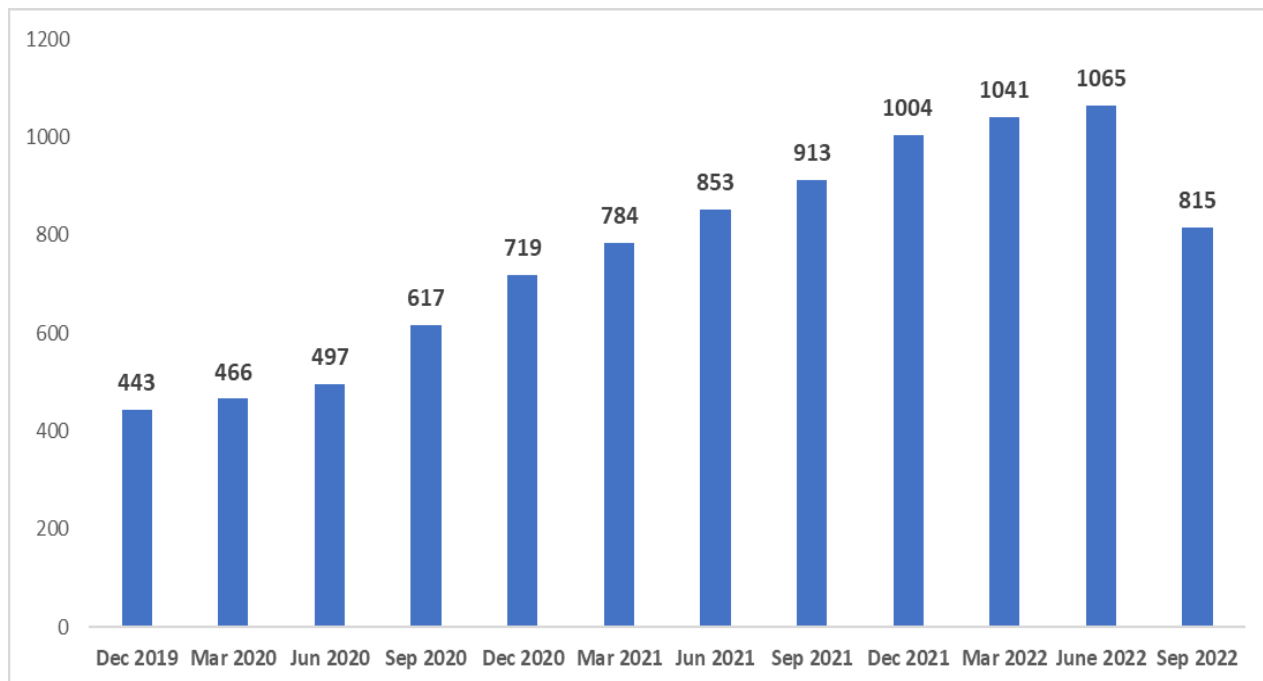
Source: Estolano Lesar

Advisors - Disparity Study

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

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

No of females on Metro projects



Source: As

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

As of this reporting period, the number of female workers on Metro projects have decrease due to the recent completion of Crenshaw/LAX Transit Corridor project.

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

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

- Female Participation Score Card - Staff continues to grade each contractor’s performance quarterly by using a score card that reflects percentages of females hired by Metro’s contractors to encourage in meeting the 6.9% goal.
- Periodic Jobs Coordinator meetings - Staff conducts periodic meetings with job coordinators to discuss best practices and identify outreach and recruitment opportunities. The last meeting focuses on female recruitment and referral into union boot-camps or pre-apprenticeship programs.
- Transition Coordination - Staff continues to assist female workers transitioning to other active or upcoming Metro projects as projects near the end of construction.
- Notice to Prime Contractors - Staff continues to issue notices to prime contractors not meeting the female participation goal at 25%, 50%, and 75% project completion.

- Women in the Trades Resource Guide - Staff developed a comprehensive guide to recruit, employ and retain women in construction careers to assist prime contractors in recruiting female workers.
- Collaboration with Unions - Staff has established a collaboration with the Laborers Union and Southwest Regional Council of Carpenters to directly refer female workers to the apprenticeship program. Upon completion, participants are referred to Metro's contractors for employment opportunities.
- Outreach - Staff continues to outreach to community-based organizations, pre-apprenticeship schools, and building trades to promote and increase female recruitment in the construction industry. As of this reporting period, staff participated in three job fairs with over twelve females referred to jobs' coordinators for pre-apprenticeship programs.
- Established a partnership with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC) and the Executive Secretary to focus on increasing female participation in the construction industry, including prioritizing and dispatching female workers on Metro construction projects.
- Metro participated in the Female Build Nation conference sponsored by the National Association of Building Trades (NABTU) and presented Metro's infrastructure projects to recruit active females in the construction industry to work on Metro construction projects.

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

- Metro and Laborers Union (Local 300) are collaborating to establish a tunnel worker training facility in the LA region. Currently, the only training facility for tunnel workers is in Seattle, Washington, which creates a hardship for local individuals to participate. Establishing a local tunnel worker training facility will help fulfill the LA region's need for tunnel workers, with priority given to females interested in starting as a tunnel/miner worker. As of this reporting period, the following efforts have been made.
 - Laborers Training School established a committee of subject matter experts and partnered up with Washington State University to develop class curriculum for the tunnel training school.
 - Laborers Union has identified its Azusa training facility to be the site for the tunnel worker training.
 - Laborers Union had reached out to various signatory contractors for donations related to equipment and other pertinent matters for the operation of the training school.

- Metro to provide financial support for the startup of the tunnel worker training for the purchase of PPE and other needed equipment.
- Target date for the start of the tunnel worker training Fall 2023.
- Metro to plan a Joint Awareness Campaign in collaboration with LAOCBTC, union trades, prime contractors, and community-based organizations to build future workforce capacity with a special focus on females.
 - Launch a website connecting females to pre-apprenticeship training sponsored by LAOCBTC by the end of FY2023.
- Consistently support the Women Build Metro LA (WBMLA) events. The WBMLA events are geared to introduce the construction career path for women throughout Los Angeles County. Staff has invited Metro's prime contractors to participate and recruit females interested in starting a career in construction.
- Collaborate with Women in Non-Traditional Employment Roles (WINTER) to continuously seek grant opportunities to help empower, train, educate and prepare women for transformative careers in the construction industry. Metro has supported WINTER in its grant application to the State of California - WIOA Equity and Special Populations Program. In addition, Metro shall provide continuous employment referrals to female graduates of WINTER on Metro project sites.
- Further collaborate with LA County WDAC in recruiting females interested in starting a career in construction and establishing an ongoing referral system of individuals to pre-apprenticeship programs available through the LA County WDACS network of services.
- Metro to collaborate with Project Home Key in support of the un-housed veterans with a special focus on females for employment opportunities in construction.

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

IMPLEMENTATION OF STRATEGIC PLAN GOALS

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

EQUITY PLATFORM

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

As of this reporting period, all active PLA/CCP construction projects have exceeded the minority participation goal of 28.30%. Metro has continued ongoing efforts undertaken by staff to increase female participation, including outreaching to women in construction to obtain insight and best practices for contractors and female workers in the construction industry (details in Attachment B). In addition, Metro helps the Construction Building Trades unions to increase their female membership by encouraging contractors to hire/sponsoring females into the construction trades. Staff attributes these strategies to contribute to an average female participation rate in Metro construction projects (3.72%) that is higher than historical participation rates in other non-Metro public works construction projects in the region (less than 2%) and the national average for women in construction (less than 3%).

NEXT STEPS

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

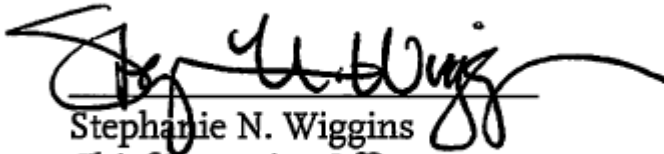
ATTACHMENTS

Attachment A - PLA/CCP Quarterly Brochure

Attachment B - Women in the Trades Resource Guide

Prepared by: Angela Scott, Senior DEOD Representative (213) 922-1028
Michael Flores, Manager, DEOD (213) 922-6387
Miguel Cabral, Sr. Executive Officer, DEOD (213) 418-3265
Debra Avila, Deputy Chief, Vendor/Contract Management Officer
(213) 418-3051

Reviewed by:
Nalini Ahuja, Chief Financial Officer (213) 922-3088



Stephanie N. Wiggins
Chief Executive Officer

WIN-LA

WORKFORCE INITIATIVE NOW
METRO LOS ANGELES



PLA/CCP



Metro's Project Labor Agreement and Construction Careers Policy

September 2022



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 and Federal Executive Order 11246, prime contractors provide Metro with worker utilization data by ethnicity and gender. (See page 6).

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

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

Figures at a Glance

PLA CONTRACTS – INCEPTION TO DATE



CONTRACT VALUE



*Two projects have been awarded but have not yet started.

APPRENTICE WORKERS



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



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



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



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

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

25,395,291.71 hours

TOTAL CONSTRUCTION HOURS
THROUGH SEPTEMBER 2022

19,005,565.83 hours

TOTAL APPRENTICEABLE HOURS
THROUGH SEPTEMBER 2022

57.95% (14,717,337.66 hours)

ECONOMICALLY DISADVANTAGED

21.54% (4,093,655.92 hours)

APPRENTICE

10.85% (2,754,584.11 hours)

DISADVANTAGED

Fast Facts on Metro's Project Labor Agreement

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



Female Participation in Construction

Through its Project Labor Agreement and Construction Careers Policy, Metro is striving to diversify the workforce on construction projects to improve access to career opportunities and serve as a catalyst for improving socio-economic status for minorities and women. Although the national average for women in construction is below 3%, Metro's goal is to exceed the Executive Order 11246 female utilization goal of 6.9%. Metro's current female participation average is 3.72%.

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

SEPTEMBER 2022

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

ACTIVE PROJECTS	PRIME CONTRACTOR	GRADE	%
Rail to Rail Active Transportation Corridor	Griffith Company	A	9.03%
1st/Central Street Eastside Access Improv Project (EAIP)	Griffith Company	A	8.02%
Airport Metro Connector Site Work & Rails System Construction Project	Hensel Phelps/Herzog	A	7.23%
Division 20 Portal Widening Turnback	Tutor Perini Corp	B	5.95%
Airport Metro Connector Transit Station	Tutor Perini Corp	B	4.86%
Regional Connector Transit Corridor Design/Build	Regional Connector Constructors, JV	C	4.23%
Purple Line Extension, Section 3-Stations Project D/B	Tutor Perini/ O&G, JV	C	3.95%
Westside Subway Extension Project, Section 1- Design Build	Skanska, Traylor, Shea, JV	C	3.79%
Purple Line Extension, Section 3-Tunnel Project D/B	Frontier Kemper/Tutor Pernin, JV	C	3.63%
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	C	3.61%
Westside Purple Line Extension Project, Section 2- Design Build	Tutor Perini/ O&G, JV	D	2.68%
Metro Center Street Project D/B	Amoroso Construction Co., Inc.	D	2.61%
Soundwall #11 Construction	Powell Constructors, Inc.	F	0.48%

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

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	PLA/CCP			% OF DISADV WORKERS IN THE CRIMINAL JUSTICE SYSTEM CATEGORY
		GOAL 40% ECON DISADV	GOAL 20% APPRENTICE	GOAL 10% DISADV	
Crenshaw/LAX Transit Corridor	99.95%	59.24%	23.47%	10.23%	30.38%
Regional Connector Transit Corridor Design/Build	98.80%	62.53%	20.29%	10.80%	70.58%
Westside Subway Extension Project, Section 1 – Design/Build	83.38%	62.42%	20.27%	12.75%	70.25%
Westside Purple Line Extension Project, Section 2 – Design Build	44.45%	40.61%	16.26%	7.57%	38.09%
Purple Line Extension, Section 3-Tunnel Project D/B	70.79%	42.42%	16.67%	7.80%	51.61%
Purple Line Extension, Section 3 – Stations Project D/B	15.10%	62.72%	11.25%	16.44%	75.60%
Soundwall #11 Construction	99.33%	41.85%	17.14%	10.87%	41.88%
Division 20 Portal Widening Turnback	86.40%	47.44%	19.80%	8.83%	29.51%
Metro Center Street Project D/B	42.93%	58.21%	14.25%	1.68%	97.32%
Airport Metro Connector Site Work & Rails System Construction Project	85.92%	45.56%	20.20%	9.30%	39.40%
1st/Central Street Eastside Access Improv Project (EAIP)	79.10%	60.99%	18.81%	16.67%	97.88%
Rail to Rail Active Transportation Corridor	9.01%	59.79%	18.65%	7.49%	57.42%
Airport Metro Connector Transit Station	12.57%	53.30%	14.89%	7.53%	32.03%

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

Data through September 2022

Current Projects Executive Order 11246 Attainments

ACTIVE PROJECTS SUBJECT TO METRO'S PLA/CCP	AFRICAN AMERICAN	ASIAN	CAUCASIAN	HISPANIC	NATIVE AMERICAN	OTHER/ NOT SPECIFIED	GOAL 28.30% MINORITY	GOAL 6.90% FEMALE
Crenshaw/LAX Transit Corridor	11.21%	1.47%	20.44%	63.27%	0.81%	2.80%	76.76%	3.61%
Regional Connector Transit Corridor Design/Build	5.26%	0.85%	20.15%	66.53%	0.75%	6.47%	73.39%	4.23%
Westside Subway Extension Project, Section 1 – Design/Build	8.30%	1.59%	20.20%	61.78%	0.57%	7.55%	72.24%	3.79%
Westside Purple Line Extension Project, Section 2 – Design/Build	6.41%	1.50%	23.20%	63.47%	1.19%	4.23%	72.57%	2.68%
Purple Line Extension Project, Section 3 – Tunnel Project D/B	5.28%	0.69%	24.60%	62.33%	1.11%	5.99%	69.41%	3.63%
Purple Line Extension Project, Section 3 – Stations Project D/B	2.42%	2.45%	23.01%	70.85%	0.15%	1.11%	75.87%	3.95%
Soundwall #11 Construction	3.56%	0.01%	11.58%	80.63%	0.00%	4.22%	84.02%	0.48%
Division 20 Portal Widening Turnback	4.99%	1.33%	24.57%	65.50%	1.27%	2.33%	73.09%	5.95%
Metro Center Street Project D/B	7.56%	3.63%	40.09%	45.17%	0.00%	3.47%	56.36%	2.61%
Airport Metro Connector Site Work & Rails System Construction Project	7.32%	3.27%	23.47%	50.16%	0.06%	15.71%	60.81%	7.23%
1st/Central Street Eastside Access Improv Project (EAIP)	6.99%	0.22%	8.21%	72.50%	0.05%	12.04%	79.76%	8.02%
Rail to Rail Active Transportation Corridor	4.86%	3.38%	13.30%	30.81%	0.32%	47.34%	39.37%	9.03%
Airport Metro Connector Transit Station	2.86%	0.64%	15.24%	74.88%	1.79%	4.59%	80.17%	4.86%

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

Based on contractors reported data as of September 2022

Metro is building the workforce of

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



Frances Macias Aguilar

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



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, (B.O.O.T.S.), and that's just what she did. While in training, Patricia earned the respect of her female peers and motivated them to push themselves as she had, to overcome the fear of entering a male-dominated field and constantly reminded them to work hard because, "You are only as good as your training." Throughout her career in construction, Patricia has been able to provide a comfortable life for herself and her son. Patricia also has the distinction of being the only female miner on the Westside Purple Line Extension Project and hopes that her work will inspire other women to follow in her footsteps.

tomorrow.

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



Sophia Burruel

Sophia Burruel was born and raised in San Pedro, CA, and is a dedicated single mother of four, with two sons and two daughters. Sophia's career began working in the medical field at Torrance Memorial, and then moved on to working at a refinery. After giving birth to her fourth child, Sophia realized that she needed a new career path to support her family. Introduced to the building trades by her siblings, she joined Local Union 1309 in 2016, and is now a Journeywoman 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.



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.



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, (B.O.O.T.S.). Upon completion of her rigorous training, she immediately applied for work at the Regional Connector project and was hired by Skanska. Proudly, Jessica is now a Sixth Period Apprentice and loves her new career.



Yurvina Hernandez

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



Christina Lara

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



Dezdon Lewis

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



Belia Lopez

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



John Mackey

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



Marely Mendoza

Marely 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. Marely's journey in the trades has led her to work on mega projects, including Metro's Crenshaw/LAX Transit Corridor and most recently, Metro's Purple Line Extension, Section 2.



Ricshawn Moore

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



Cynthia Piña

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



Lance Reed

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



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).



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:

Miguel Cabral, *Executive Officer*
213.418.3270

Michael Flores, *Manager*
213.922.6387

Angela Scott, *Senior DEOD Representative*
213.922.1028

Sidney Urmancheev, *DEOD Representative*
213.922.5574

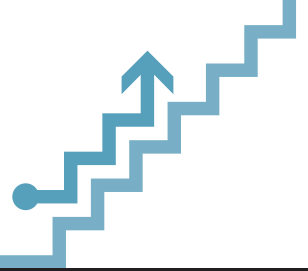
PLA Hotline
888.887.3674



Metro[®]

WIN-LA

WORKFORCE INITIATIVE NOW
METRO LOS ANGELES



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.

Table of Contents

- 1. Outreach Strategies 1**
 - 2. Recruitment 4**
 - 3. Training Resources/Pre-Apprenticeship Recruitment 5**
 - 4. Worker Retention 7**
 - 5. Worksite Best Practices 8**
 - 6. Contractor Dos and Don'ts 9**
 - 7. Construction Resource Services 11**
- 



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@goodwillsocal.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	231.683.3333	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:

Miguel Cabral, *Executive Officer*
213.418.3270

Michael Flores, *Director (Interim)*
213.922.6387

Angela Scott, *Senior DEOD Representative*
213.922.1028

Melvin Santos, *DEOD Representative*
213.922.2178



Metro[®]



Project Labor Agreement (PLA)/
Construction Careers Policy (CCP) Report
Construction Committee
February 16, 2023

PLA/CCP Program Achievements

- **13 Active Construction Projects**
 - **7 projects subject to Local Hire Initiative**
- **Attainment - Program Inception to September 2022**
 - 57.95% Economically Disadvantaged
 - 21.54% Apprentice
 - 10.85% Disadvantaged
- >\$475 Million paid to Targeted Workers *
 - >\$89 Million paid to Disadvantaged Workers *
 - >\$132Million paid to Apprentice Workers**
- Exceeded Targeted/Apprentice/Disadvantaged Worker Goals
- No work stoppages or lockouts



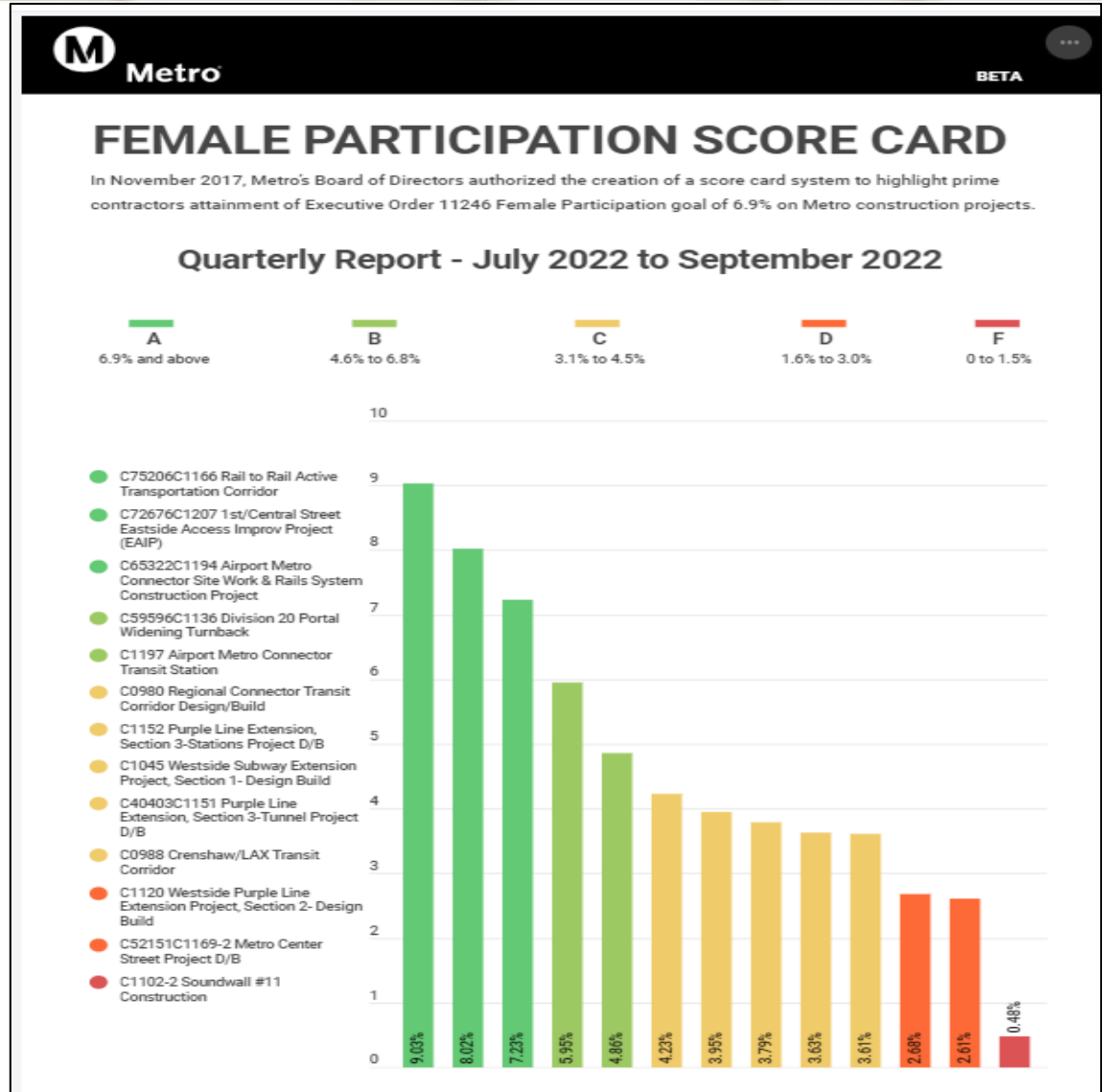
Metro

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

Female Participation Score Card

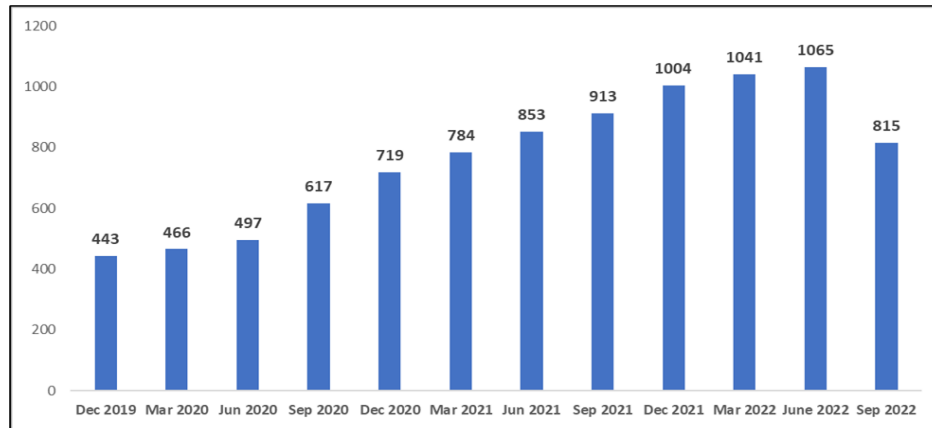
❖ Overall female participation attainment is 3.72%

❖ Highest rating as of FY23 Q1 reporting is A grade



Female Participation

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

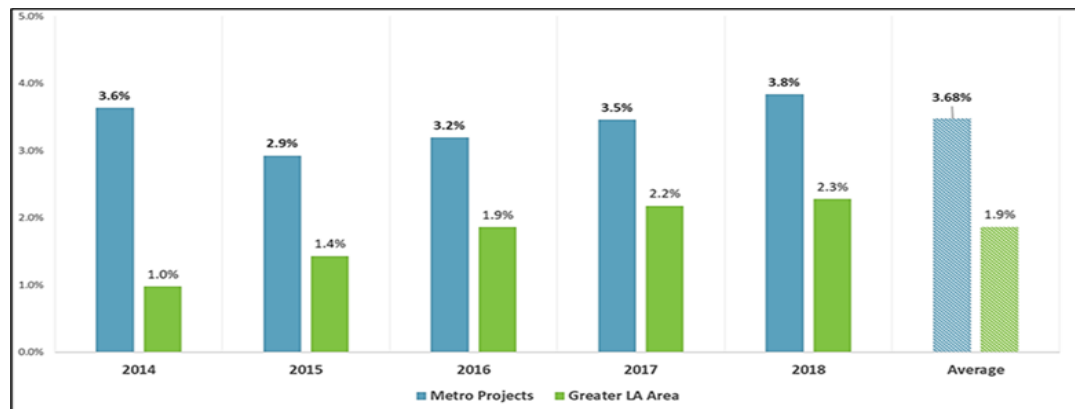


Source: As reported by the prime contractors

As of this reporting period a decrease in the no. of females due to completion of CLAX project.

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

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



Source: Estolano Lesar Advisor - Disparity Study



Women in the Trades Action Plan

- Metro and Laborers Union (Local 300) are in collaboration to establish a tunnel worker training facility in the LA region. Target date to start Fall 2023.
- Metro to plan a Joint Awareness Campaign in collaboration with LAOCBTC, union trades, prime contractors, and community-based organization with a focus of building future workforce capacity with special focus on females.
 - Launch website connecting females into pre-apprenticeship training programs by Summer 2023.
- Collaborate with Women in Non-Traditional Employment Role (WINTER) to continuously seek grant opportunities to help empower, train, educate and prepare women for transformative careers in the construction industry. In addition, Metro shall provide continuous employment referral to female graduates of WINTER on Metro project sites.
- Collaborate with LA County WDACS in the recruiting females interested to start a career in construction and establish a system of an ongoing referral to pre-apprenticeship programs
- Collaboration with Project Home Key to support the un-housed veterans with special focus on females for employment opportunities in construction



Thank you



Metro®