



*One Gateway Plaza, Los Angeles, CA 90012,
3rd Floor, Metro Board Room*

Agenda - Final

Wednesday, July 15, 2026

1:00 PM

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Construction Committee

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 general 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 General 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.

TECHNOLOGY DISRUPTIONS - Although staff will do their due diligence to restore service, if joining the meeting virtually, please be aware that the Committee or Board may continue its meeting notwithstanding a technical disruption that prevents members of the public from attending or observing the meeting via the two-way telephonic service or two-way audio visual platform.

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

DISCLOSURE OF CONTRIBUTIONS

The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding coming before an agency involving a license, permit, or other entitlement for use including all contracts (other than competitively bid contracts that are required by law, agency policy, or agency rule to be awarded pursuant to a competitive process , labor contracts, personal employment contracts, contracts valued under \$50,000, contracts where no party receives financial compensation, contracts between two or more agencies, the periodic review or renewal of development agreements unless there is a material modification or amendment proposed to the agreement, the periodic review or renewal of competitively bid contracts unless there are material modifications or amendments proposed to the agreement that are valued at more than 10 percent of the value of the contract or fifty thousand dollars (\$50,000), whichever is less, and modifications of or amendments to any of the foregoing contracts, other than competitively bid contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$500 made within the preceding 12 months by the party, or the party's agent, to any officer of the agency. When a closed corporation is party to, or participant in, such a proceeding, the majority shareholder must make the same disclosure. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

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

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



323.466.3876

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

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x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

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

Live Public Comment Instructions:

Live public comment can be given by telephone or in-person.

The Meeting begins at 1:00 PM Pacific Time on July 15, 2026; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-978-8818 and enter
English Access Code: 5647249#
Spanish Access Code: 7292892#

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 se pueden dar por telefono o en persona.

La Reunion de la Junta comienza a las 1:00 PM, hora del Pacifico, el 15 de Julio de 2026. Puedes unirse a la llamada 5 minutos antes del comienso de la junta.

Marque: 888-978-8818 y ingrese el codigo
Codigo de acceso en ingles: 5647249#
Codigo de acceso en espanol: 7292892#

Los comentarios del público se tomaran 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**

APPROVE Consent Calendar Items: 16, 17, 18, 19, and 20.

Consent Calendar items are approved by one motion unless held by a Director for discussion and/or separate action.

CONSENT CALENDAR

- 16. SUBJECT: THIRD PARTY ADMINISTRATION - CITY OF LOS ANGELES** [2026-0460](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute the FY27 Annual Work Plan Budget for the City of Los Angeles (Attachment A).

Attachments: [Attachment A - FY27 Annual Work Plan Anticipated Budget for the City of LA Presentation](#)

- 17. SUBJECT: DORAN STREET & BROADWAY/BRAZIL GRADE SEPARATION PROJECT** [2026-0300](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a cost-plus fixed fee Contract No. AE137794MC086 for Construction Management Support Services (CMSS) to Zephyr UAS, Inc., dba Zephyr Rail, for a base term of four years in an amount Not-To-Exceed (NTE) \$5,994,149, plus a one-year option in an amount NTE \$280,178, for a total of \$6,274,327; subject to the resolution of any properly submitted protest(s).

Attachments: [Attachment A - Procurement Summary](#)
[Attachment B - DEOD Summary](#)

- 18. SUBJECT: CONSTRUCTION MANAGEMENT SUPPORT SERVICES - CAPITAL PROJECTS** [2026-0387](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute a contract modification to Contract No. AE76301MC081000 with Zephyr Rail to increase the total authorized contract funding by \$328,417, increasing the total Not-To-Exceed (NTE) amount from \$9,269,211.94 to \$9,597,628.94, for final contract closeout.

Attachments: [Attachment A - Procurement Summary](#)
 [Attachment B - Contract Modification/Task Order Log](#)
 [Attachment C - DEOD Summary](#)

19. **SUBJECT: GAMES MULTIMODAL INFRASTRUCTURE PROJECT - [2026-0388](#)**
 CONSTRUCTION MANAGER / GENERAL CONTRACTOR

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a firm fixed price Contract No. PS140991000 to Atkinson/Clark, a Joint Venture (ACJV), for Phase 1 Preconstruction Services of the Construction Manager/General Contractor contract for the Games Multimodal Infrastructure Projects (Project) in the amount of \$1,045,165.00, subject to the resolution of any properly submitted protest(s);
- B. NEGOTIATE and EXECUTE all project related agreements and contract modifications utilizing Reconnecting Communities and Neighborhoods (RCN) funds that have been programmed through Board Approval with an amount not to exceed \$69,100,000.00.

Attachments: [Attachment A - Procurement Summary](#)
 [Attachment B - DEOD Summary](#)
 [Presentation](#)

20. **SUBJECT: PROGRAM MANAGEMENT QUARTERLY CHANGE [2026-0434](#)**
 REPORT

RECOMMENDATION

RECEIVE AND FILE Status Report on Program Management Quarterly Changes.

Attachments: [Attachment A – Qtrly Change Orders Log 03012026-03312026](#)
 [Attachment B – OIG Spt Chex CEO Dlgtd Auth. Delays Avd'd \(Thru May '26\)](#)
 [Presentation](#)

NON-CONSENT

21. **SUBJECT: OFFICE OF THE INSPECTOR GENERAL CONSTRUCTION [2026-0417](#)**
 CHANGE ORDER SPOT CHECKS

RECOMMENDATION

RECEIVE AND FILE Office of the Inspector General Construction Change Order Spot Check Report for the period March 1, 2026, to May 31, 2026.

Attachments: [Attachment A – Change Order Details for Spot Checks in this report](#)
 [Attachment B - OIG Recommendations and Responses Tracking Sheet](#)
 [Presentation](#)

22. SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY [2026-0341](#)

RECOMMENDATION

RECEIVE AND FILE the status update on the Project Labor Agreement and Construction Careers Policy (PLA/CCP) programs through the quarter ending March 2026, including updates on tasks related to Motion 13.1 and PLA/CCP outreach activities through May 2026.

Attachments: [Attachment A - Motion 13.1](#)
 [Attachment B - Motion 33.1](#)
 [Attachment C - PLA Brochure March 2026](#)
 [Attachment D - Contract List and Worker Data](#)
 [Attachment E - Female Scorecard and Percentage Chart](#)
 [Attachment F - Women in the Trades Resource Guide](#)
 [Attachment G - Metro DEOD PLACCP Unit Outreach Activities](#)
 [Attachment H - Study Race & Ethnicity Addendum – Workforce Data Summary](#)
 [Presentation](#)

23. SUBJECT: CALTRANS QUARTERLY UPDATE [2026-0384](#)

RECOMMENDATION

RECEIVE the quarterly oral report on the status of the Caltrans construction projects.

Attachments: [Presentation](#)

SUBJECT: GENERAL PUBLIC COMMENT [2026-0491](#)

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 #: 2026-0460, File Type: Informational Report

Agenda Number: 16.

CONSTRUCTION COMMITTEE JULY 15, 2026

SUBJECT: THIRD PARTY ADMINISTRATION - CITY OF LOS ANGELES

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute the FY27 Annual Work Plan Budget for the City of Los Angeles (Attachment A).

ISSUE

During the planning, design, construction and maintenance phases of Metro projects, a significant amount of support is required from local jurisdictions via an Annual Work Plan (AWP). The AWP serves as a commitment from the agency for the reimbursement of services by the City of Los Angeles reviewing departments for an estimated amount of services. The City of Los Angeles requires the AWP process as a means to budget toward the level of effort needed to support the projects. This method allows for the delivery of support in a timely manner thereby keeping projects on schedule

BACKGROUND

In April of 2024, a new Master Cooperative Agreement (MCA) was executed between Metro and the City of Los Angeles. The intent of the agreement is to establish a streamlined process among both entities to successfully construct Metro's ongoing projects. A primary function of the MCA is to clearly identify a yearly budget for each City department to provide those City services, which is labeled the AWP. This work plan is consistent with the principles of the new MCA, which contains a streamlined escalation ladder, improved processes for design reviews and acceptance, early involvement and improved collaboration processes, and the inclusion of a Project Liaison to coordinate across City departments for future mega projects.

DISCUSSION

The AWP funds Metro's project plan reviews from various City of Los Angeles departments to support design and construction project plans on an annual basis. These services are essential for streamlining project delivery, which includes expediting plan reviews and approvals, ensuring quality and effective construction measures, timely inspections, and other functional efforts as described

above. All services are centered to avoid delays and promote cost saving measures to effectively deliver the projects with minimal impacts on the community and provide benefits of enhanced mobility and regional access to underserved populations within the respective project areas.

Without the AWP process, the Agency would be subject to submitting design packages and permit requests via the retail counters at each respective Bureau and Department. This would put Metro in the queue with all others seeking development services from the City thereby increasing time to review and almost certainly opening projects up to the risk of delay.

The action contained herein provides funding for the City of Los Angeles participation in projects within the limit of the current approved FY27 budget for Third Party review and maintenance (Attachment A).

Metro's efforts to proactively manage these costs will include the following:

- A. Controlling the design review process through the early coordination of design efforts to define scope and establish/clarify standards and requirements.
- B. Clearly communicating required supporting documentation and justification
- C. Reviewing submittals for completeness.
- D. Ensuring that third party requirements are identified and addressed prior to sending to the third party.
- E. Reviewing timesheets with each third-party organization on a monthly basis to ensure that the hours charged are appropriate.
- F. Conducting executive and staff level partnering with third parties.

The MCA and AWP are currently based on a reimbursement model for work performed by the City supporting Metro projects. In light of Executive Directive 16, issued by Mayor Bass on October 17, 2025, the City and Metro are exploring adjusting the funding model to the City in areas where permit streamlining and development of innovative measures to accelerate project delivery are implemented. Approval of this item does not limit the City or Metro to advance these discussions.

DETERMINATION OF SAFETY IMPACT

The recommended action has no impact on safety.

FINANCIAL IMPACT

The funding of \$37,064,243 which may be obligated and spent under this one-year work plan, is included in the adopted FY27 budget in the projects requiring the services to be performed by the City of Los Angeles as outlined in Attachment A. Since these are multi-year projects, the Project Managers and the Chief Program Management Officer will be responsible for budgeting future year's costs. These fund sources are not eligible for rail and bus operating expenses. This action does not create any new financial obligations for the agency.

EQUITY PLATFORM

While considering the projects, Metro will provide an estimated 42 miles of new transit and active transportation systems (pedestrian, bicycle, rail and bus) and 11 potential passenger stations within the City of L.A limits and within and near eight Equity Focus Communities (EFC). This Board item action will reduce the likelihood of transit and active transportation project delays as well as provide other tangible benefits to people travelling in Los Angeles. This includes expedited, streamlined projects that improve safety and access for multimodal users with minimal negative impacts to local communities. This will ultimately lead to our operating system providing a world class transit system with reduced air and noise pollution, more walkable neighborhoods, better transportation amenities for individuals with disabilities, less congestion and collisions, and will ultimately better connect communities. Not approving this action will have delays on the projects, which will ultimately affect the users of the system.

VEHICLE MILES TRAVELED OUTCOME

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

While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it facilitates the progress of critical work with the City of Los Angeles departments to reduce red tape and improve outcomes in the planning and construction of Metro projects, which will serve to reduce VMT. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item is consistent with the goals of reducing VMT.

*Based on population estimates from the United States Census and VMT estimates from the highway performance monitoring system data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Metro's transit projects support the following strategic plan goals identified in Vision 2028:

- Goal 1: Provide high-quality mobility options that enable people to spend less time traveling.
- Goal 3: Enhance communities and lives through mobility and access to opportunity and.
- Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization.

By executing the Annual Work Plan for FY27 and allowing the City departments to continue reviewing plans and performing support work while advancing Metro's transportation projects, it would positively support Metro's overall plan and goal of expanding the transportation network, increasing mobility for all users and improve LA County's overall transit networks and assets.

ALTERNATIVES CONSIDERED

The Board may reject the recommendation and direct us to include this work under Construction or Professional Services contracts. This is not recommended because it will have the effect of significantly delaying Metro projects.

NEXT STEPS

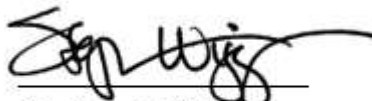
Upon Board approval of the AWP, the City of Los Angeles will submit the annual work plan to the Los Angeles City Council and Mayor's Office for adoption.

ATTACHMENT

Attachment A - FY27 Annual Work Plan Anticipated Budget for the City of Los Angeles

Prepared by: Eduardo Cervantes, Executive Officer; 213-922-7255

Reviewed by: Timothy Lindholm, Chief Program Management Officer;
213-922-7297


Stephanie Wiggins
Chief Executive Officer

ATTACHMENT A

FY27 ANNUAL WORK PLAN ANTICIPATED BUDGET FOR CITY OF LOS ANGELES

CRENSHAW CATCH ALL

Bureau of Engineering	\$20,000
Dept. of Transportation	\$20,000
Con Ad	\$20,000
Bureau of Street Lighting	\$20,000
Bureau of Street Services	\$20,000
Subtotal:	\$100,000

REGIONAL CONNECTOR

Bureau of Engineering	\$120,995
Dept. of Transportation	\$89,720
Bureau of Street Services	\$55,331
Bureau of Street Lighting	\$55,650
Con Ad	\$221,332
Subtotal:	\$543,028

PURPLE LINE #1

Bureau of Engineering	\$484,330
Dept. of Transportation	\$250,887
Bureau of Street Services	\$189,553
Bureau of Street Lighting	\$89,593
Con Ad	\$221,332
Subtotal:	\$1,235,695

PURPLE LINE #2

Bureau of Engineering	\$1,067,916
Dept. of Transportation	\$709,077
Bureau of Street Services	\$202,906
Bureau of Street Lighting	\$350,967
Con Ad	\$539,382
LASAN (WPD)	\$44,789
LASAN (WESD)	\$119,314
Cross Coordination	\$110,389
LAPD	\$461,504
Subtotal:	\$3,606,244

ATTACHMENT A (Continued)

PURPLE LINE #3

Bureau of Engineering	\$891,734
Dept. of Transportation	\$1,680,484
Bureau of Street Services	\$109,272
Bureau of Street Lighting	\$364,722
Con Ad	\$539,382
LASAN	\$36,299
LASAN(WPD)	\$46,581
LASAN (WESD)	\$173,190
LASAN (SCWID)	\$36,299
Cross Coordination	\$367,963
LAPD	\$158,021

Subtotal:	\$4,403,947
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DIVISION 20

Bureau of Engineering	\$336,314
Dept. of Transportation	\$92,058
Bureau of Street Services	\$15,005
Bureau of Street Lighting	\$53,940
LASAN	\$31,882
Con Ad	\$473,680

Subtotal:	\$1,002,879
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RAILTO RAIL

Bureau of Engineering	\$84,237
Bureau of Street Services	\$6,522
Con Ad	\$10,000

Subtotal:	\$100,759
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ORANGE LINE (G Line Improvements)

Bureau of Engineering	\$514,642
Dept. of Transportation	\$1,064,628
Bureau of Street Services	\$53,748
Bureau of Street Lighting	\$331,462
Con Ad	\$50,000
Cross Coordination	\$183,256

Subtotal:	\$2,197,736
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ATTACHMENT A (Continued)

ESFVTC

Bureau of Engineering	\$1,405,329
Dept. of Transportation	\$1,500,000
Bureau of Street Services	\$266,589
Bureau of Street Lighting	\$250,000
LASAN (WESD)	\$232,329
LASAN (WPD)	\$76,674
Con Ad	\$1,053,982
Cross Coordination Support	\$368,216
Subtotal:	\$5,153,119

Link US

Bureau of Engineering	\$529,349
Dept. of Transportation	\$706,029
Bureau of Street Services	\$68,474
Bureau of Street Lighting	\$50,000
LASAN	\$10,000
Con Ad	\$19,343
Subtotal:	\$1,383,195

BRIGHTON TO ROXFORD DT

Bureau of Engineering	\$473,677
Dept. of Transportation	\$383,626
Bureau of Street Services	\$26,841
Bureau of Street Lighting	\$20,000
Con Ad	\$124,615
Subtotal:	\$1,028,759

DORAN ST GRADE SEPARATION

Bureau of Engineering	\$329,363
Dept. of Transportation	\$719,443
Bureau of Street Services	\$27,137
Bureau of Street Lighting	\$20,000
LASAN	\$10,000
Con Ad	\$124,615
Subtotal:	\$1,230,558

ATTACHMENT A (Continued)

NOHO TO PASADENA BRT

Bureau of Engineering	\$757,250
Dept. of Transportation	\$883,095
Bureau of Street Lighting	\$288,653
City Planning	\$5,047
Bureau of Street Services	\$342,719
Subtotal:	\$2,276,764

SOUTH EAST GATEWAY

Bureau of Engineering	\$224,367
Dept. of Transportation	\$541,234
Bureau of Street Services	\$25,897
Bureau of Street Lighting	\$120,047
LASAN	\$120,480
Con Ad	\$124,615
City Planning	\$9,998
Subtotal:	\$1,166,638

SEPULVEDA TRANSIT CORRIDOR

Cross Coordination	\$182,550
City Planning	\$20,073
Con Ad	\$124,615
Bureau of Engineering	\$28,406
Subtotal:	\$ 355,644

NEXT GEN BUS SPEED AND RELIABILITY

Bureau of Engineering	\$700,000
Bureau of Street Services	\$141,000
Con Ad	\$663,997
Bureau of Street Lighting	\$112,498
Dept. of Transportation	\$4,737,994
Subtotal:	\$6,355,489

ATTACHMENT A (Continued)

I-405 WIDENING CLOSEOUT

Bureau of Engineering	\$5,000
BSS	\$5,000
Con Ad	\$5,000
BSL	\$5,000
Subtotal:	\$20,000

INTERLOCK

Bureau of Engineering	\$20,000
BSS	\$20,000
LADOT	\$20,000
BSL	\$20,000
Subtotal:	\$80,000

MC3

Bureau of Engineering	\$20,000
BSS	\$20,000
LADOT	\$20,000
BSL	\$20,000
Subtotal:	\$80,000

INDUSTRIAL STREET VACATION

Bureau of Engineering	\$26,790
Subtotal:	\$26,790

VERMONT

Bureau of Engineering	\$753,455
BSS	\$192,018
DOT	\$835,391
BSL	\$288,652
LASAN	\$120,479
City Planning	\$10,033
Con Ad	\$442,665
Cross Coordination	\$183,704
Subtotal:	\$2,826,397

ATTACHMENT A (Continued)

RCN (Pico / Flower)

Bureau of Engineering	\$215,684
BSS	\$168,874
DOT	\$182,686
BSL	\$50,585
City Planning	\$5,030
Con Ad	\$73,777
Cross Coordination	\$19,895
Subtotal:	\$716,531

RCN (Mobility Hubs)

Bureau of Engineering	\$210,257
BSS	\$37,379
DOT	\$13,009
BSL	\$185,185
Con Ad	\$73,777
City Planning	\$5,030
Cross Coordination	\$19,895
Subtotal:	\$544,532

RCN (Bus Corridor)

Bureau of Engineering	\$215,684
BSS	\$80,016
DOT	\$12,578
BSL	\$222,555
Con Ad	\$73,777
City Planning	\$5,030
Cross Coordination	\$19,899
Subtotal:	\$629,539

GRAND TOTAL: \$37,064,243

TOTAL FY26 BUDGET: \$37,064,243



Third Party Administration - City of Los Angeles Annual Work Plan

2026-0460 Construction Committee



Metro

July 2026



Recommendation

Recommendation:

Authorize the Chief Executive Officer to execute the FY27 Annual Work Plan Budget for the City of Los Angeles (Attachment A).

Estimated budget plan: \$37,064,243



Background

The Annual Work Plan (AWP), a function of the new MCA, is a mechanism to obtain City support to accommodate projects through design, construction and maintenance phases.

The AWP shall serve as a commitment from Metro for the reimbursement of services by the City of Los Angeles reviewing jurisdictions for an estimated amount.

The AWP provides a means for the City of Los Angeles to budget its resources on an annualized basis in order to effectively support Metro projects in a timely manner, thereby avoiding delay

Services Provided

During the design, construction and maintenance phases of Metro projects, a significant amount of support is required from local jurisdictions. The following represents some of the general services that are to be provided by the City departments and bureaus for those projects listed in Attachment A:

- Meeting attendance
- Early planning
- Over the shoulder reviews
- Streamlined design plan reviews and approvals
- Value engineering efforts
- Interdepartmental coordination
- Liaison services
- Inspections and close out services

All services are centered to avoid delays and promote cost saving measures to effectively deliver the projects with minimal impacts.



Board Report

File #: 2026-0300, File Type: Project

Agenda Number: 17.

CONSTRUCTION COMMITTEE JULY 15, 2026

SUBJECT: DORAN STREET & BROADWAY/BRAZIL GRADE SEPARATION PROJECT

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to award a cost-plus fixed fee Contract No. AE137794MC086 for Construction Management Support Services (CMSS) to Zephyr UAS, Inc., dba Zephyr Rail, for a base term of four years in an amount Not-To-Exceed (NTE) \$5,994,149, plus a one-year option in an amount NTE \$280,178, for a total of \$6,274,327; subject to the resolution of any properly submitted protest(s).

ISSUE

The Doran Street Grade Separation Project has completed final design plans and is in procurement for the construction of Segment 1 - City of Glendale portion of the project. A phased and segmented procurement strategy is being implemented to meet regulatory, environmental, right-of-way, and third-party coordination requirements. Staff recommends Board approval of the CMSS contract, which would support and oversee both segments of the Project, and includes all third-party and soft costs.

Awarding the CMSS contract is critical to provide the support required in managing the completion of this construction project and to satisfy expenditure requirements of the State Transit and Intercity Rail Capital Program (TIRCP) funds.

BACKGROUND

The Doran Street Grade Separation Project serves a critical rail corridor utilized by Metrolink, Amtrak, Union Pacific, and future operations of the California High-Speed Rail. The project will construct a new vehicle bridge extending from West San Fernando Road in the City of Glendale, passing underneath State Route 134, and connecting to the existing Fairmont Avenue Bridge.

At its May 2011 meeting, the Board authorized \$6.6 million for improving the safety of the intersection of Doran Street and the Metro-owned right-of-way. At its January 2017 meeting, the Board advanced the Doran Street and Broadway/Brazil Grade Separation Project that proposed the elimination of two at-grade rail crossings at the Doran Street and Broadway/Brazil Street intersections to alleviate traffic delay and congestion, reduce train horn noise and improve vehicle and pedestrian safety and mobility. At its January 2021 meeting, the Board approved the advancement of the Doran Street Grade Separation Project and authorized advancement of final design and project development.

In 2015 (SB 348), the California Public Utilities Commission (CPUC) identified the Doran Street at-grade crossing as one of the most unsafe rail crossings in California. With 18 recorded pedestrian and vehicular incidents since 1976, the CPUC had an initial ruling that Doran Street should convert to a one-way westbound movement until the at-grade crossing can be closed permanently when the grade separation is built. In 2014, the Broadway/Brazil crossing improvements were completed to provide the first safety enhancements for the project area. Due to the West San Fernando Road and Broadway/Brazil Street signalized intersection changing from stop control to a signalized configuration, the crossing experienced significant traffic congestion and a high volume of complaints from the public and business owners. Due to this congestion and associated safety issues, CPUC has required the closure of this crossing and to provide an alternate access to the affected public and business owners.

Environmental clearance for the Project has been completed. The Project received a California Environmental Quality Act (CEQA) Notice of Exemption in 2019 and a National Environmental Policy Act (NEPA) Categorical Exclusion determination from the FRA in 2025.

Metro issued Request for Proposal (RFP) No. AE137794MC086 for Construction Management Support Services (CMSS) to support the construction phase of the Project. The CMSS consultant will provide construction management, inspection, support to contract administration, scheduling, document control, stakeholder coordination, and construction closeout support services necessary for project delivery.

DISCUSSION

The Doran Street Grade Separation Project addresses one of the most heavily trafficked and high-risk rail crossings in the region, where frequent train movements create conflicts with vehicles, pedestrians, and cyclists. The Project will eliminate the existing at-grade crossing and replace it with a grade-separated vehicle bridge, improving safety, reducing traffic delays, and enhancing rail operations and reliability. Key components of the Project include construction of a grade-separated crossing, new roadway alignments, pedestrian and bicycle improvements, and coordination with regional rail operators.

The Project is being delivered using a Design-Bid-Build approach and is currently advancing through PS&E and Right-of-Way acquisition. To maintain project momentum and address differences in jurisdictional readiness, construction will be implemented in two segments:

- Segment 1, within the City of Glendale, is further advanced and will proceed to construction first.
- Segment 2 within the City of Los Angeles is expected to be advertised for construction in Fall 2026.

Metro received proposals in January 2026 and is recommending the award of the CMSS contract. Staff recommends using CMSS for the construction phase of the Project as it enables Metro to engage a consultant team to support construction management, field inspection, contract administration, stakeholder coordination, scheduling, and document control activities necessary to deliver the Project.

The CMSS consultant will support the implementation of the phased construction delivery strategy for Segments 1 and 2 of the Project and assist Metro in maintaining the Project schedule and supporting compliance with the TIRCP funding deadline of June 30, 2027.

DETERMINATION OF SAFETY IMPACT

The Doran Street at-grade railroad crossing has a documented and longstanding history of serious safety incidents that establishes a clear and compelling need for grade separation. Since 1976, the crossing has experienced 18 train-vehicle or train-pedestrian collisions, resulting in five fatalities and at least one serious injury, prompting formal safety hearings and arbitrations by the CPUC. The crossing carries approximately 90 passenger and freight trains per day, including Metrolink commuter rail, Amtrak intercity service, and heavy freight traffic, a level of rail activity that the CPUC has consistently identified as presenting elevated and unacceptable risk for roadway users and pedestrians. Based on this collision history and operational context, the CPUC has repeatedly classified Doran Street as a high-risk and hazardous crossing where continued at-grade operation poses ongoing safety concerns. CPUC Order Instituting Investigation on the Commission's Own Motion into Closure of the Highway-Rail At-Grade Crossing at West Doran.

The CPUC has further determined that interim safety measures are insufficient to address the long-term risks at the Doran Street crossing and has directed Metro to advance permanent grade separation as the sole effective safety remedy. Through multiple decisions and enforcement actions, including Resolution TED-300 and Decision 19-01-008, the CPUC has conditioned continued interim operations on demonstrated progress toward ultimate closure of the at-grade crossing, most recently granting a time extension in January 2024 only after full construction funding was secured. The project also addresses broader regional and statewide rail safety objectives, as the corridor is expected to support increased passenger rail service and future high-speed rail operations, which are incompatible with at-grade roadway crossings. Accordingly, the Doran Street Grade Separation Project is necessary to comply with CPUC safety directives, eliminate a known collision hazard, and protect roadway users, pedestrians, and rail passengers both now and as rail service expands in the future.

Approval of this item advances the elimination of an at-grade crossing, directly reducing the potential for rail-related incidents and improving response times for emergency services. The Doran Street Grade Separation project is being designed in accordance with Metro and SCRRA standards, state and federal requirements, and in compliance with the Americans with Disabilities Act.

FINANCIAL IMPACT

The Doran Street Grade Separation Project is funded with local, state and federal grants. These sources include \$33.12 million in Federal Railroad Administration Railroad Crossing Elimination Program funds, and \$21.3 million in State Transit and Intercity Rail Capital Program funds.

Since this is a multi-year project, the Chief Program Management Officer will be accountable for budgeting the costs in future years.

Impact to Budget

The Project is funded through dedicated local, state, and federal capital funding sources that are restricted to eligible project expenditures and are not available for Metro bus or rail operating purposes. This board action for the CMSS contract will be funded by the state TIRCP grant and is programmed into the FY27 budget.

EQUITY PLATFORM

The Doran Grade Separation Project is located at the Doran street and Broadway/Brazil street crossings at the boundary of the City of Glendale and the City of Los Angeles (Atwater Village area) and directly serves Equity Focus Communities (EFC) designated as “moderate need” under the Metro Equity Need Index (MENI). The surrounding communities to the south, southeast, and north of the project area include approximately 68% low-income households, 20% households with no access to a vehicle, and up to 82% Black, Indigenous, and other People of Color (BIPOC) residents.

By eliminating the at-grade crossing, the project will benefit communities in the Cities of Glendale and Los Angeles by improving safety, mobility, and access across a heavily utilized rail corridor.

The Doran Street Grade Separation project operates on Metrolink’s Antelope Valley Line and the Project will serve a critical rail corridor utilized by Metrolink and Amtrak, Metrolink serves as a primary commuter rail system connecting various counties and cities, including Los Angeles. The median income is \$40,823 on the Antelope Valley Line and according to a 2022 Metrolink Rider Survey thirty-nine percent (39%) of all current Metrolink riders report household incomes below \$50,000. The average age of Metrolink riders in 2022 has increased to 51 years. The same data show rider demographics at 38% Hispanic or Latino, 31% White, 17% Asian or Pacific Islander, 10% African American, and 4% Other.

This project will enhance accessibility in alignment with American with Disabilities Act (ADA) requirements by acquiring right of way to construct sidewalks and ADA ramps.

The CMSS solicitation was subject to Metro’s Small Business Prime (Set-Aside) program, based on an original estimate of less than \$5 million, and open to certified Small Business Enterprise (SBE) firms only. Zephyr UAS, Inc., dba Zephyr Rail, a Small Business Prime, made a 79.03% SBE commitment and is performing 36.90% of the work with its own workforce.

VEHICLE MILES TRAVELED OUTCOME

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

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

While the agency remains committed to reducing VMT through transit and multimodal investments, some projects may induce or increase personal vehicle travel. However, these individual projects aim to ensure the efficient and safe movement of people and goods.

This Board item will likely increase VMT in LA County, as it includes planning that encourages driving alone or increased vehicle travel by rerouting cars to longer roads and removing some pedestrian and bicycle access which therefore slightly worsen VMT. However, this project does enable some more reliability and possibly more frequent rail service in the future, which could have the effect of reducing VMT, but those improvements to rail service are not included as part of this project. Similarly, future phases of work are planned to build a ped bridge across the soon-to-be-closed west leg of the intersection and the rail crossing. This could mitigate the loss of multimodal access noted above, which could have the effect of reducing VMT, but those improvements to pedestrian access are not included as part of this project.

Although this item may not directly contribute to the achievement of the Board-adopted VMT Reduction Targets, the VMT Targets were developed to account for the cumulative effect of a suite of programs and projects within the Metro region, which individually may induce or increase VMT. Additionally, Metro has a voter-approved mandate to deliver multimodal projects that enhance mobility while ensuring the efficient and safe movement of people and goods.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The Project will improve safety and mobility by eliminating an at-grade rail crossing and enhancing connectivity for all users, including pedestrians, cyclists, and motorists. As a result, the Project supports strategic plan goals 1, 3, and 4 from Vision 2028:

Goal 1.2: Improve LA County's overall transit network and assets;

Goal 3.3: Genuine public and community engagement to achieve better mobility outcomes for the people of LA County; and

Goal 4.1: Metro will work with partners to build trust and make decisions that support the goals of the Strategic Plan

ALTERNATIVES CONSIDERED

The Board may choose not to award the CMSS contract. If this action is deferred, Metro would not be able to meet the period of performance grant requirements associated with the State Transit and Intercity Rail Capital Program Cycle 6 award funding in the amount of \$21.3 million. Delays may jeopardize committed State funding and timely liquidation of the TIRCP grant by June 2027.

Given the safety concerns at the Doran Street at-grade crossing, not moving forward with this action would not allow Metro to meet CPUC requirements to pursue closure of at-grade crossing, and would fail to improve safety conditions for vehicles, pedestrians, and rail operations, and would not address ongoing traffic delays or emergency access constraints in the corridor.

NEXT STEPS

Upon Board approval of the award of the CMSS contract, staff will complete the award and execution of the CMSS contract and initiate project support services necessary to complete the Doran Grade Separation Project. In addition, staff will:

1. Return to the Board and establish the Life of Project (LOP) budget.
2. Complete the procurement process for the construction contract for Segment 1, City of Glendale, and issue the Invitation for Bid (IFB) for Segment 2, City of Los Angeles

ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by:

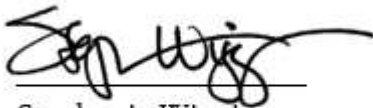
Kausi Amuth, Senior Director, Regional Rail, (562) 405-1289

Kavita Mehta, Executive Officer Regional Rail, (213) 435-5047

Sameh Ghaly, Deputy Chief Program Management Officer, (213) 418-3369

Carolina Coppolo, Deputy Chief Vendor/Contract Management, (213) 922-4471

Reviewed by: Timothy Lindholm, Chief Program Management Officer (213) 922-7297



Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

**DORAN STREET GRADE SEPARATION CONSTRUCTION MANAGEMENT
SUPPORT SERVICES
CONTRACT NO. AE137794MC086**

1.	Contract Number: AE137794MC086	
2.	Recommended Vendor: Zephyr UAS, Inc. dba Zephyr Rail	
3.	Type of Procurement (check one): ☐ IFB ☐ RFP ☒ RFP-A&E ☐ Non-Competitive ☐ Modification ☐ Task Order	
4.	Procurement Dates:	
	A. Issued: November 20, 2025	
	B. Advertised/Publicized: November 20, 2025	
	C. Pre-Proposal Conference: December 11, 2025	
	D. Proposals Due: January 20, 2026	
	E. Pre-Qualification Completed: June 24, 2026	
	F. Conflict of Interest Form Submitted to Ethics: January 23, 2026	
	G. Protest Period End Date: July 27, 2026	
5.	Solicitations Downloaded: 139	Proposals Received: 11
6.	Contract Administrator: Vanessa Vingno	Telephone Number: 213-922-7574
7.	Project Manager: Kavita Mehta	Telephone Number: 213-922-4235

A. Procurement Background

This Board Action is to approve Contract No. AE137794MC086, Doran Street Grade Separation Construction Management Support Services, to support Metro's responsibilities to construct a grade separation over the Metro-owned railroad corridor that runs parallel to, and between San Fernando Road and San Fernando Road West, connecting West San Fernando Road to the Fairmont Avenue Bridge and linking Los Angeles and Glendale. Board approval of contract awards is subject to resolution of any properly submitted protest(s), if any.

The Request for Proposals (RFP) was issued in accordance with Metro's Acquisition Policy and California Government Code §4525-4529.5 for Architectural and Engineering services. The contract type is a cost reimbursable (cost plus fixed fee) type contract for a base term of four years with one, one-year option term. The RFP was advertised as part of the Small Business Enterprise Prime (Set-Aside) Program based on an original estimate of less than \$5 million.

One Amendment was issued during the Solicitation phase of this RFP:

- Amendment No. 1, issued on November 26, 2025, revised the Scope of Services chain of command and added additional required positions.

A total of 139 downloads of the RFP were recorded on the planholders' list. A virtual pre-proposal conference was held on December 11, 2025 and was attended by a

total of 57 individuals representing 41 firms. There were 70 questions received for this RFP and responses were provided prior to the proposal due date.

A total of 11 proposals were received on January 20, 2026, from the following firms listed below in alphabetical order:

1. C2PM
2. Construction Quality Management Solutions (CQMS)
3. Fountainhead Consulting Corporation
4. Fulcrum Consultants, Inc.
5. Hout Construction Services dba Hout Engineering
6. Morgner Construction Management
7. Pacific Pros Consultants, Inc.
8. Padcom Design and Construction Management
9. RVI CM Inc.
10. VSCE, Inc.
11. Zephyr UAS, Inc dba Zephyr Rail

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) comprised of staff from Transportation Planning, Program Management, and Program Control was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and associated weights:

- | | |
|--|-----|
| • Experience and Qualifications of Firms on the Team | 30% |
| • Key Personnel's Skills and Experience | 40% |
| • Project Understanding and Approach | 30% |

The evaluation criteria are appropriate and consistent with the criteria developed for other Architectural and Engineering (A&E) procurements. Several factors were considered when developing the weightings, giving the greatest importance to Key Personnel's Skills and Experience.

This is an A&E, qualifications-based procurement; therefore, price cannot and was not used as an evaluation factor pursuant to state and federal law.

During March and April, the PET evaluated all 11 technical proposals and determined all to be within the competitive range. On April 16 and 17, 2026, the PET met with the firms for virtual oral presentations.

The proposing firms' project managers and key team members had the opportunity to present their team's qualifications, key personnel, and respond to the PET's questions. In general, each proposer's presentation addressed the requirements of

this RFP, experience with all aspects of the required and anticipated tasks, and stressed each proposer's commitment to the success of the contract. The firms also highlighted their staffing plans and work plans. Each proposing team was asked questions relating to each firm's previous experience performing work of a similar nature to the Scope of Services included in the RFP.

Qualifications Summary of the Recommended Firm:

Zephyr UAS, Inc. (dba Zephyr Rail) was ranked as the most qualified firm due to its strong technical expertise, organized team structure, and a realistic work plan tailored to the project's complexities. The firm offers extensive experience in grade separations, heavy civil construction, and rail-adjacent work, including multiple roadway-under-rail crossings, demonstrating its ability to manage the unique risks of this environment. Zephyr's familiarity with Caltrans, railroads, and third-party coordination, as well as CTC processes related to existing grants, enables efficient navigation of regulatory and stakeholder requirements. The proposal clearly identifies key issues, risks, and lessons learned from past projects, reflecting a mature understanding and credible mitigation strategies. The staffing plan presents a phase-aligned team with strong leadership and defined roles, supported by an effective small business plan that integrates partners. The team's current knowledge of the project, alignment with Metro's CMSS delivery model, and proactive approach to coordination, utility engagement, and risk management further demonstrate their readiness. These strengths position Zephyr Rail to deliver the project successfully.

The final scoring was based on evaluation of the written proposals, as supported by oral presentations, and clarifications received from the Proposers. The recommended most qualified firm is Zephyr Rail. The results of the final scoring are shown below:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	Zephyr UAS, Inc. dba Zephyr Rail				
3	Experience and Qualifications of Firms on the Team	93.10	30.00%	27.93	
4	Key Personnel's Skills and Experience	90.68	40.00%	36.27	
5	Project Understanding and Approach	92.43	30.00%	27.73	
6	Total		100.00%	91.93	1
7	Pacific Pros Consultants, Inc.				
8	Experience and Qualifications of Firms on the Team	87.33	30.00%	26.20	
9	Key Personnel's Skills and Experience	89.23	40.00%	35.69	
10	Project Understanding and Approach	91.33	30.00%	27.40	

11	Total		100.00%	89.29	2
12	VSCE, Inc.				
13	Experience and Qualifications of Firms on the Team	88.83	30.00%	26.65	
14	Key Personnel's Skills and Experience	88.58	40.00%	35.43	
15	Project Understanding and Approach	89.33	30.00%	26.80	
16	Total		100.00%	88.88	3
17	RVI CM Inc.				
18	Experience and Qualifications of Firms on the Team	86.60	30.00%	25.98	
19	Key Personnel's Skills and Experience	87.53	40.00%	35.01	
20	Project Understanding and Approach	87.90	30.00%	26.37	
21	Total		100.00%	87.36	4
22	Hout Construction Services dba Hout Engineering				
23	Experience and Qualifications of Firms on the Team	86.73	30.00%	26.02	
24	Key Personnel's Skills and Experience	86.88	40.00%	34.75	
25	Project Understanding and Approach	87.23	30.00%	26.17	
26	Total		100.00%	86.94	5
27	Construction Quality Management Solutions				
28	Experience and Qualifications of Firms on the Team	80.93	30.00%	24.28	
29	Key Personnel's Skills and Experience	85.23	40.00%	34.09	
30	Project Understanding and Approach	83.77	30.00%	25.13	
31	Total		100.00%	83.50	6
32	Morgner Construction Management				
33	Experience and Qualifications of Firms on the Team	83.40	30.00%	25.02	
34	Key Personnel's Skills and Experience	82.80	40.00%	33.12	
35	Project Understanding and Approach	81.77	30.00%	24.53	
36	Total		100.00%	82.67	7
37	Fountainhead Consulting Corporation				
38	Experience and Qualifications of Firms on the Team	81.50	30.00%	24.45	
39	Key Personnel's Skills and Experience	81.33	40.00%	32.53	

40	Project Understanding and Approach	81.43	30.00%	24.43	
41	Total		100.00%	81.41	8
42	C2PM				
43	Experience and Qualifications of Firms on the Team	82.00	30.00%	24.60	
44	Key Personnel's Skills and Experience	81.00	40.00%	32.40	
45	Project Understanding and Approach	79.77	30.00%	23.93	
46	Total		100.00%	80.93	9
47	Padcom Design and Construction Management				
48	Experience and Qualifications of Firms on the Team	80.57	30.00%	24.17	
49	Key Personnel's Skills and Experience	80.20	40.00%	32.08	
50	Project Understanding and Approach	79.67	30.00%	23.90	
51	Total		100.00%	80.15	10
52	Fulcrum Consultants, Inc.				
53	Experience and Qualifications of Firms on the Team	79.93	30.00%	23.98	
54	Key Personnel's Skills and Experience	79.60	40.00%	31.84	
55	Project Understanding and Approach	80.90	30.00%	24.27	
56	Total		100.00%	80.09	11

C. Cost Analysis

Metro completed negotiations and determined that the recommended estimated costs are fair and reasonable based on a cost analysis of labor rates, Independent Cost Estimate (ICE), indirect rates and other direct costs in accordance with Metro's Acquisition Policy. Metro confirmed indirect cost rates based on current audits by a cognizant agency or CPA in accordance with FAR Part 31 and established provisional indirect cost rates for the first year of the contract, subject to retroactive Contract adjustments upon completion of any necessary audits. Where indirect cost rates were not supported by a current audit, Metro negotiated provisional indirect rates so as not to delay the contract awaiting audit. Metro negotiated a fixed fee based on the total estimated cost negotiated.

	Proposal Amount	ICE	NTE Funding Amount
Base Period – 4 Years	\$10,525,171	\$4,210,200	\$5,994,149
Option Year 1	\$893,340.35		\$280,178

D. Background on Recommended Contractor

The recommended firm, Zephyr Rail, is located and headquartered in the city of Orange, California and was established in 2015. They hold certification as a Metro Small Business Enterprise (SBE). Zephyr Rails' staff demonstrated an excellent understanding of Los Angeles and local cities, agencies and Metro requirements, personnel and practices. They have extensive experience and skills in construction management services and are performing similar scope of services for ongoing Metro projects such as CMSS Capital Improvement Projects and Metro's LinkUS program, which include support for projects such as Harbor Gateway Transit and Sepulveda Transit Project Common Services Support. Their performance has been satisfactory.

DEOD SUMMARY

**DORAN STREET GRADE SEPARATION CONSTRUCTION MANAGEMENT
SUPPORT SERVICES
CONTRACT NUMBER AE137794MC086**

A. Small Business Participation

This solicitation was subject to the Small Business Prime (Set-Aside) program and open to certified Small Business Enterprise (SBE) firms only. Zephyr UAS, Inc., dba Zephyr Rail, a Small Business (SB) Prime, made a 79.03% SBE commitment and is performing 36.90% of the work with its own workforce.

	SBE Prime and Subcontractors	SBE % Committed
1.	Zephyr UAS, Inc., dba Zephyr Rail. (Prime)	36.90%
2.	Reddy Engineering Services	32.49%
3.	ZT Consulting Group, Inc.	6.69%
4.	MBI Media	1.41%
5.	Conaway Geomatics	0.60%
6.	Effect Strategies	0.94%
Total SBE Commitment		79.03%

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 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).

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.

E. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.



Board Report

File #: 2026-0387, File Type: Informational Report

Agenda Number: 18.

CONSTRUCTION COMMITTEE JULY 15, 2026

SUBJECT: CONSTRUCTION MANAGEMENT SUPPORT SERVICES - CAPITAL PROJECTS

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to execute a contract modification to Contract No. AE76301MC081000 with Zephyr Rail to increase the total authorized contract funding by \$328,417, increasing the total Not-To-Exceed (NTE) amount from \$9,269,211.94 to \$9,597,628.94, for final contract closeout.

ISSUE

Contract No. AE76301MC081000 is a cost-plus fixed fee contract with Zephyr Rail to provide construction management support services for projects, such as Link US, Transportation Communication Network, Division 9 and El Monte Transit Center Charger Installation, and NoHo to Pasadena BRT Program. Under this contract structure, task orders are issued using established labor classifications and provisional indirect cost/overhead rates. Indirect cost rates are subject to reconciliation because final overhead rates may differ from the allowed provisional rates used at the time of invoicing. Metro has completed an overhead reconciliation for work performed from 2022 through 2025, which identified a total underbilling across Task Orders 01 through 17.

The requested contract modification does not authorize new scope, new services, or additional level of effort. The action provides sufficient contract authority to reconcile overhead costs for work already performed, invoiced, reviewed, and accepted under existing task orders. The reconciliation is necessary to complete contract administration and support closeout of the applicable task order adjustments.

BACKGROUND

The primary role of Zephyr Rail under Contract No. AE76301MC081000 was to provide skilled and qualified staff to augment Metro staff in the performance of construction management services for Metro capital projects, adjacent projects, joint development, and related work. Zephyr Rail staff worked side-by-side with Metro staff in Integrated Project Management Offices and provided specialized technical and administrative expertise to support project delivery, implementation, project reporting, construction oversight, field inspection, constructability reviews, cost and schedule

analysis, and related construction management functions.

The contract was originally awarded in October 2021 for a three-year base period, plus two one-year options to support design reviews, construction management, contract administration, and closeout for various Metro capital projects, smaller construction projects at bus and rail facilities, work within Metro right-of-way, and adjacent/joint development projects.

In September 2023, the Board approved an increase to the total authorized funding for Contract No. AE76301MC081 to support additional task orders for adjacent development, joint development, state of good repair inspections, and other construction management support needs. That action increased the total contract value to \$9,269,211.00.

DISCUSSION

Metro has completed a reconciliation of Zephyr Rail's overhead rates for work performed under Contract No. AE76301MC081000 from 2022 through 2025. The reconciliation compares the amounts invoiced using provisional indirect cost/overhead rates with the amounts due after applying the applicable final rates for each year of the contract. The reconciliation identified a total underbilling across the task orders issued under the contract.

A summary of the current and requested contract funding can be found below, and additional contract authority information can be found in Attachment B.

• Total Authorized Funding to Date	\$9,269,211.94
• Task Orders Issued to Date	\$9,205,628.03
• Remaining Balance to Date	\$ 63,583.91
• Total Underbilling amount	\$ 392,000.91
• Current Board Action for Additional Funding	\$ 328,417.00

DETERMINATION OF SAFETY IMPACT

This action will have no detrimental impact on safety. The action is administrative in nature and provides contract authority to complete overhead reconciliation for previously performed Construction Management Support Services.

FINANCIAL IMPACT

The requested action will increase the total authorized contract funding for Contract No. AE76301MC081000 from \$9,269,211.94 to \$9,597,628.94. The additional contract authority, together with the remaining authorized contract value, will be used to fund the total overhead reconciliation amount. Task order adjustments will be funded from the associated project budgets.

Impact to Budget

Task order adjustments will be funded from the associated project budgets. The funding source differs depending on the individual projects from adjacent projects, joint development and other

capital projects listed in the Task Order Log in Attachment B.

EQUITY PLATFORM

This action supports fair and timely payment for work performed under a contract awarded to a firm that qualifies as a Small Business Enterprise. The action does not add new scope or change the services to be performed under the contract. Zephyr Rail made an overall 69% SBE goal and 5% DVBE commitment on this contract. The current participation levels are 69.22% SBE and 3.94% DVBE. Zephyr is exceeding its SBE commitment by 0.22% and has a 1.06% DVBE shortfall. Information regarding the DVBE shortfall can be found in Attachment C.

VEHICLE MILES TRAVELED OUTCOME

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

While this item does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro operations. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item is consistent with the goals of reducing VMT.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports:

- **Strategic Plan Goal 1:** Provide high-quality mobility options that enable people to spend less time traveling.
- **Strategic Plan Goal 3:** Enhance communities and lives through mobility and access to opportunity.
- **Strategic Plan Goal 4:** Transform LA County through regional collaboration and national leadership.

ALTERNATIVES CONSIDERED

The Board may elect not to approve the requested contract modification. Staff does not recommend this alternative because the overhead reconciliation is associated with work already performed under approved task orders. Without the requested contract authority, Metro would not have sufficient contract value to complete the reconciliation and close out the applicable task order adjustments.

NEXT STEPS

Upon Board approval, staff will execute a contract modification to increase the total authorized contract funding and process the applicable task order modifications necessary to complete the

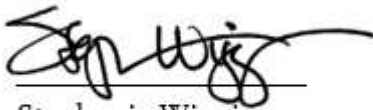
overhead reconciliation.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - Contract Modification/Task Order Log
Attachment C - DEOD Summary

Prepared by: Michelle Quinn, Executive Officer, Program Management, (213) 922-3026
Carolina Coppolo, Deputy Chief Vendor/Contract Management Officer, (213) 922-4471

Reviewed by: Timothy Lindholm, Chief Program Management Officer, (213) 922-7297



Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

**CONSTRUCTION MANAGEMENT SUPPORT SERVICES
CAPITAL PROJECTS / CONTRACT NO. AE76301MC081000**

1.	Contract Number: AE76301MC081000		
2.	Contractor: Zephyr Rail		
3.	Mod. Work Description: Increase the Contract Not-To-Exceed (NTE) funding amount.		
4.	Work Description: Construction Management Support Services- Capital Projects to support Metro in the performance of multiple capital projects.		
5.	The following data is current as of: June 12, 2026		
6.	Contract Completion Status:		Financial Status:
	Award Date:	10/28/2021	Board Approved NTE Amount: \$3,519,211.94
	Notice to Proceed (NTP):	N/A	Total of Modification Approved: \$5,750,000.00
	Original Completion Date:	12/1/2026	Pending Modification (including this action) \$328,417.00
	Current Est. Complete Date:	12/1/2026	Current NTE Value (with this action) \$9,597,628.94
7.	Contract Administrator: Chelsea Bajorunas		Telephone Number: (213) 922-5344
8.	Project Manager: Michelle Quinn		Telephone Number: (213) 418-3026

A. Procurement Background

This Board action is to approve a contract modification to increase the contract NTE funding amount. On October 28, 2021, the Board of Directors approved the award of Contract No. AE76301MC081000, Construction Management Support Services - Capital Projects to Zephyr Rail, in the amount Not-To-Exceed (NTE) \$3,519,211.94, to support the design reviews, construction management, and administration of the construction contract(s) and to ensure that the construction of various projects are administered and completed in compliance with contract requirements and government regulations. Additionally, this contract supports constructability and pre-construction activities for projects in the planning phase that are in the process of transitioning to Program Management. Contract No. AE76301MC081000 is a cost-plus fixed fee contract and the period of performance is a three-year base, plus two, one-year options.

This action is to increase the authorized funding for this Contract in the amount of \$328,417, increasing the total authorized funding from \$9,269,211.94 to an NTE amount of \$9,597,628.94. A total of four contract modifications have been issued to date.

Refer to Attachment B – Contract Modification/Change Order Log.

B. Cost Analysis

The final indirect cost/overhead rates are based on an audit by a cognizant agency or review by a Certified Public Accountant (CPA) in accordance with FAR Part 31. The Contract Modification and Task Order adjustments will be processed in accordance with Metro's Acquisition Policy and Procedures.

CONTRACT MODIFICATION/TASK ORDER LOG

CONSTRUCTION MANAGEMENT SUPPORT SERVICES- CAPITAL PROJECTS
CONTRACT NO. AE76301MC081000

CONTRACT MODIFICATION LOG

Mod. No.	Description	Status (Approved or Pending)	Date Issued	Amount
AE76301MC 0 81000- MOD-	Modification to Add Labor Classification- Program Coordinator	Approved	3/21/22	\$0.00
AE76301MC 0 81000- MOD-	Add Existing Contract Positions to Subs	Approved	8/24/22	\$0.00
AE76301MC 0 81000- MOD-	Increase to the Contract Not-to- Exceed (NTE) Funding Amount	Approved	6/3/24	\$5,750,000.00
AE76301MC 0 81000- MOD-	Update Exhibit 1- Advanced Cost Agreement and the Contract	Approved	2/4/25	\$0.00
AE76301MC 0 81000- MOD-	Increase to the Contract NTE Funding Amount	Pending	Pending	\$328,417.00
	Modification Total:			\$6,078,417.00
	Original Contract:		10/28/21	\$3,519,211.94
	Total:			\$9,597,628.94

TASK ORDER LOG

TO No.	Description	Status (Approved or Pending)	Date Issued	Amount
TO-001	Senior Inspector and Office Engineer for Various Adjacent Projects	Approved	3/8/22	\$2,685,395.99
TO-002	Senior Inspector for C1146 State of Good Repair	Approved	3/11/22	\$1,304,814.00
TO-003	Highway Program Coordinator	Approved	3/28/22	\$172,057.09
TO-004	EB SR-91 Atlantic Ave to Cherry Ave – Constructability Review	Approved	5/23/22	\$84,407.78
TO-005	Senior Inspector for Vermont/Santa Monica Joint Development Project	Approved	5/20/22	\$44,423.91
TO-006	WB SR-91 Alondra Boulevard to Shoemaker Ave - Constructability Review	Approved	6/14/22	\$83,686.58
TO-007	NoHo to Pasadena BRT Program Support	Approved	11/21/22	\$258,592.73
TO-008	Harbor Gateway Transit Center Construction Support	Approved	4/25/23	\$353,872.00
TO-009	Office Engineer for Various Adjacent Projects	Approved	11/7/23	\$173,291.98
TO-010	Sepulveda Corridor Project Common Services Support - FY24 Funding	Approved	11/21/23	\$654,646.48
TO-011	Construction Management Support Services (CMSS) for Link US Project	Approved	2/6/24	\$1,414,016.00
TO-012	Resident Engineer and Office Engineer Support for Joint Development Projects	Approved	5/23/24	\$413,519.00
TO-013	Resident Engineer and Office Engineer Support for Adjacent Projects	Approved	5/23/24	\$343,413.00
TO-014	Transportation Communication Network (TCN) Project Sites - Resident Engineer and Office Engineer Support	Approved	6/12/24	\$343,413.00
TO-015	Administrative Office Engineer	Approved	7/31/24	\$362,589.39
TO-016	Division 9 and El Monte Transit Center Charger Installation CM Support	Approved	8/8/24	\$315,019.10
TO-017	Project Coordinator for Various Adjacent Projects	Approved	11/4/24	\$198,470.00
	Task Order Total:			\$9,205,628.03

DEOD SUMMARY

**CONSTRUCTION MANAGEMENT SUPPORT SERVICES-CAPITAL PROJECTS /
CONTRACT NO. AE76301MC081000**

A. Small Business Participation

Zephyr Rail (Zephyr) made an overall 69% Small Business Enterprise (SBE) and a 5% Disabled Veteran Business Enterprise (DVBE) commitment on this task order (TO) based contract. To date, Zephyr has been awarded seventeen (17) task orders. Based on payments made, the contract is approximately 97% complete and the current participation levels are 69.22% SBE and 3.94% DVBE. Zephyr is exceeding its SBE commitment by 0.22% and have a 1.06% DVBE shortfall.

Zephyr has submitted a shortfall mitigation plan and maintains, with concurrence from Metro's Project Team, that the shortfall is attributable to the nature of the contract's on-call, task-order structure. Zephyr indicated that staffing requirements were driven by Metro's operational needs and the specific qualifications required for each assignment, which limited opportunities for certain DVBE firms beyond what was originally anticipated. Zephyr further contends that, DVBE firm NSI Engineering was identified to provide quality management services; however, Metro did not issue any task order requests requiring those services during contract performance.

Because the project is substantially complete and the current procurement action is limited to overhead reconciliation, staff will initiate DEOD's pre-closeout review process to determine Zephyr's final DVBE participation. As part of that process, DEOD may request documentation from Zephyr demonstrating its good faith efforts to meet the DVBE commitment.

Small Business Commitment	69% SBE 5% DVBE	Small Business Participation	69.22% SBE 3.94% DVBE
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	SBE Prime/Subcontractors	% Committed	Current Participation¹
1.	Zephyr Rail (SB Prime)	TBD	69.22%
2.	AIX Consulting, Inc.	TBD	0.00%
3.	GCM Consulting, Inc.	TBD	0.00%
4.	Ramos Consulting Services, Inc.	TBD	0.00%
	Total	69%	69.22%

	DVBE Prime/Subcontractors	% Committed	Current Participation¹
1.	Conaway Geomatics	TBD	1.92%
2.	NSI ENGINEERING Inc	TBD	0.00%
3.	Pacifica Services (Added)	TBD	2.02%
	Total	5%	3.94%

¹Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

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 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).

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.

E. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.



Board Report

File #: 2026-0388, **File Type:** Contract

Agenda Number: 19.

**CONSTRUCTION COMMITTEE
JULY 15, 2026**

**SUBJECT: GAMES MULTIMODAL INFRASTRUCTURE PROJECT - CONSTRUCTION
MANAGER / GENERAL CONTRACTOR**

ACTION: AWARD CONTRACT

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a firm fixed price Contract No. PS140991000 to Atkinson/Clark, a Joint Venture (ACJV), for Phase 1 Preconstruction Services of the Construction Manager/General Contractor contract for the Games Multimodal Infrastructure Projects (Project) in the amount of \$1,045,165.00, subject to the resolution of any properly submitted protest(s);
- B. NEGOTIATE and EXECUTE all project related agreements and contract modifications utilizing Reconnecting Communities and Neighborhoods (RCN) funds that have been programmed through Board Approval with an amount not to exceed \$69,100,000.00.

ISSUE

The Games Multimodal Infrastructure Project (GMIP) consists of distinct, geographically dispersed projects that are progressing through design on different timelines, while sharing a fixed delivery window associated with the 2028 Games. The CM/GC contract is needed to provide early construction expertise, coordinate phasing and packaging across the program, validate costs and schedules, identify long-lead items and early work opportunities, and advance individual work packages as they become construction-ready.

BACKGROUND

The 2028 Olympic and Paralympic Games will require a coordinated regional mobility program capable of moving spectators, athletes, workforce, volunteers, media, and everyday riders safely and efficiently across Los Angeles County. Metro, in coordination with LA28, Caltrans, Metrolink, the Los Angeles Department of Transportation, the City of Los Angeles Mayor's Office, the Southern California Association of Governments, venue cities, Councils of Governments, and other regional partners, has been advancing the 2028 Games Mobility Concept Plan (MCP) to support a transit-first Games and deliver permanent mobility improvements that remain as a regional legacy after 2028.

The GMIP is a Los Angeles County-wide, multi-component capital program intended to enhance transit connectivity, improve bus travel times and reliability, strengthen first/last mile access, support safe and efficient Games-time mobility operations, and leave lasting multimodal infrastructure benefits. The Project includes federally funded Reconnecting Communities and Neighborhoods (RCN) grant scope elements, MCP Phase 2 priority improvements, additional mobility hub locations, key station improvements, opportunity charging infrastructure to support zero-emission bus operations, and the Games Expanded Transit System (GETS) temporary depots that are needed to connect and provide a seamless service from Metro GMIP legacy infrastructure to the 2028 Games venues. Funding has been programmed for the RCN scope elements through prior Board approval. Grant funding for all other projects that may be delivered through this contract has not been fully obligated and programmed, which is why this not to exceed amount is only for the existing programmed funding is being requested.

DISCUSSION

Staff selected the CM/GC delivery method for the GMIP because the Project includes multiple scopes, multiple jurisdictions, active station and public right-of-way environments, utility and third-party interfaces, grant requirements, long-lead materials, and a fixed delivery window associated with the 2028 Games. Early contractor involvement will allow Metro to make informed decisions during final design, improve construction quality, encourage value engineering, provide greater certainty on final construction costs and delivery schedule, and reduce risks associated with change orders, disputes, third-party delays, and constructability issues during construction.

The CM/GC contract will be delivered in two phases. Phase 1 is the Preconstruction Phase, during which the contractor will work with Metro, the final design consultant, construction management support team, and other interfacing contractors to review constructability, evaluate worksite conditions, identify risks, develop cost estimates, refine the project schedule, support phasing and packaging decisions, and prepare Work Package Proposals. Phase 2 is the Construction Phase, which will be authorized subject to existing and future Board authorization for Work Package Modifications and Notices to Proceed after design readiness, environmental clearance, third-party approvals, and funding availability.

During Phase 1, the CM/GC contractor will work side by side with Metro and the design team to review constructability, undertake value engineering, assess market conditions, evaluate long-lead items, identify opportunities for early work packages, and provide contractor cost and schedule input at successive design milestones. The contractor will also support development of a Phase 2 Work Phasing Plan to identify how construction work should be packaged and sequenced across the Project's multiple geographic locations and program elements.

The CM/GC contractor will provide Opinions of Probable Cost (OPCs) and Work Package pricing to allow Metro to evaluate projected Project costs against available funding and make necessary adjustments to scope, schedule, packaging, or delivery strategy. The process for developing Work Package pricing will use transparent, open-book methods, independent cost estimates, and contract-defined pricing requirements to validate costs and support Metro's negotiation of future construction work.

If Metro and the CM/GC contractor agree on pricing for one or more Work Packages that are for RCN Projects Work Packages, staff will advance the applicable Work Package Modification and construction authorization consistent with the approved budget and Board authorization requirements.

If Metro and the CM/GC contractor cannot reach agreement, Metro may exercise an “off-ramp” and competitively procure the applicable construction work using the completed design documents, while retaining the benefit of Phase 1 constructability, cost, schedule, and risk management work already performed.

The GMIP scope includes the following major elements:

- **Mobility Hubs:** Improvements at eight mobility hubs, including shade structures, micromobility and bicycle storage, sidewalk and crossing improvements, signal enhancements, ADA curb ramps, pick-up/drop-off areas, transit rider waiting areas, seating, hydration stations, lighting, landscaping, wayfinding, signage, customer information, and GETS temporary depot infrastructure.
- **First/Last Mile Improvements:** Improvements along Hoxie Avenue and Avalon Boulevard, including Class I, III, and IV bikeways, crossing improvements, bicycle conflict striping, signal upgrades, ADA curb ramps, sidewalk improvements, trees, lighting, wayfinding, and signage.
- **Bus Corridor Enhancements:** Improvements along Imperial Highway/Studebaker Road, Florence Boulevard, Broadway, and Olympic Boulevard, including transit signal priority, upgraded bus shelters, bus stop amenities, sidewalk repairs, ADA curb ramps, bus pads, bus bulbs, pedestrian lighting, wayfinding, and trees.
- **Key Station Improvements:** Improvements at Union Station, 7th Street/Metro Center, and station-area improvements near Pico Station and Washington/Flower, including pedestrian safety, bicycle access, vertical circulation, station entrances, wayfinding, lighting, customer information, fare gate, restroom, security, and communications improvements. This action excludes the separate LRT interlocks scope.
- **Opportunity Chargers:** Installation of civil and electrical infrastructure to support opportunity charging at North Hollywood Transit Center, Universal/Studio City Station, Division 8, and Division 15, including charger foundations, pantograph mast foundations, utility duct banks, shade structures, and related supporting works.

DETERMINATION OF SAFETY IMPACT

The recommended Board action will have no detrimental impact on safety.

FINANCIAL IMPACT

The funds required in FY27 are included in the adopted budget under Cost Center 8510, Project Nos. 212028, 412028, 232028, 242028, 402028;; and Cost Center 3048 Project 202815 (Opportunity chargers at D8, D15, HNTC, USCS). Annual budgeting for future fiscal years will be the responsibility

of the Project Manager, Cost Center Manager, and Chief Program Management Officer.

Impact to Budget

Adoption of this action would authorize award of Contract No. PS140991000 to Atkinson/Clark, a Joint Venture (ACJV) for Phase 1 Preconstruction Services in the amount of \$1,045,165.00. The Project is anticipated to use a combination of federal, state, and local funds, including RCN grant funds and other eligible MCP-related funding sources. These funds are not eligible for bus and rail operations.

EQUITY PLATFORM

The projects that this contract will support Metro by improving access, safety, reliability, and customer experience for riders and communities across Los Angeles County, including communities that rely heavily on transit and have historically experienced gaps in safe first/last mile access, shade, pedestrian infrastructure, bicycle infrastructure, and reliable bus service.

The Project will deliver improvements that support everyday riders beyond the 2028 Games, including shade, hydration, lighting, Americans with Disabilities Act (ADA) compliant access, safer crossings, tactile pathways, customer information, bus stop upgrades, station access improvements, bicycle and micromobility facilities, and improved connections to the regional transit network. These improvements are intended to reduce barriers to transit use and improve mobility options for low-income riders, transit-dependent riders, people with disabilities, older adults, youth, essential workers, and communities with limited access to reliable transportation options.

The U.S. Department of Transportation has issued an Interim Final Rule (IFR) that makes changes to the DBE Program, including suspension of DBE goals, counting of DBE participation, and enforcement effective October 3, 2025. While the DBE commitment is not a factor in the staff recommendation, there are two certified small businesses listed to participate in Phase 1 of this contract.

VEHICLE MILES TRAVELED OUTCOME

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

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through investment, planning, operational, customer experience, and infrastructure activities that will improve and further encourage transit ridership, ridesharing, bicycling, walking, and other active transportation modes. The Project includes bus corridor enhancements, first/last mile improvements, mobility hubs, station access

improvements, and opportunity charging infrastructure that support more reliable, accessible, and sustainable alternatives to driving alone. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

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

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This recommendation supports:

- **Strategic Plan Goal 1:** Provide high-quality mobility options that enable people to spend less time traveling. The GMIP will improve transit connectivity, bus travel times and reliability, first/last mile access, station access, and multimodal integration.
- **Strategic Plan Goal 2:** Deliver outstanding trip experiences for all users of the transportation system. The Project includes shade, lighting, wayfinding, customer information, station access, accessibility, bus stop, and public realm improvements that improve the customer experience during and after the 2028 Games.
- **Strategic Plan Goal 3:** Enhance communities and lives through mobility and access to opportunity. The Project improves connections to transit, jobs, services, venues, and regional destinations, with improvements that will remain as a long-term community benefit.
- **Strategic Plan Goal 4:** Transform LA County through regional collaboration and national leadership. The Project advances regional coordination for the 2028 Games while delivering permanent infrastructure improvements across multiple jurisdictions.

ALTERNATIVES CONSIDERED

The Board may direct staff to deliver the Project using a traditional design-bid-build approach. This is not recommended because the GMIP consists of distinct, geographically dispersed projects that are progressing through design on different timelines. Under a design-bid-build approach, Metro would likely need to divide the program into multiple construction bid packages and conduct separate procurements as each project or group of projects reaches design completion. This would require repeated advertisement, bid evaluation, award, and mobilization processes; create additional interfaces among separate contractors; and increase the coordination required to manage overlapping schedules, jurisdictions, third-party approvals, operational constraints, and Games-related deadlines.

NEXT STEPS

Upon Board approval, staff will execute CM/GC Contract No. PS140991000 to Atkinson/Clark, a Joint Venture (ACJV) and issue a Notice to Proceed for Phase 1 Preconstruction Services. Staff will return to the Board as required for approval of unprogrammed Phase 2 activities.

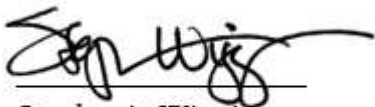
ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Karthik Radhakrishnan, Deputy Executive Officer, (213) 922-3090
Michelle Quinn, Executive Officer, Program Management, (213) 922-3026
Michael McKenna, Deputy Chief, Program Management, (213) 922-4239
Carolina Coppolo, Deputy Chief Vendor/Contract Management Officer, (213) 922-4471

Reviewed by: Timothy Lindholm, Chief Program Management Officer, (213) 922-7297



Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

**GAMES MULTIMODAL INFRASTRUCTURE PROJECT – CM/GC
PS140991000**

1.	Contract Number: PS140991000	
2.	Recommended Vendor: Atkinson/Clark, A Joint Venture between Guy F. Atkinson Construction, LLC and Clark Construction Group – California, LP (“Atkinson/Clark”)	
3.	Type of Procurement (check one): ☐ IFB ☒ RFP–CM/GC ☐ RFP–A&E ☐ Non-Competitive ☐ Modification ☐ Task Order	
4.	Procurement Dates:	
	A. Issued: March 9, 2026	
	B. Advertised/Publicized: March 9, 2026	
	C. Pre-Proposal Conference: April 13, 2026	
	D. Proposals Due: May 8, 2026	
	E. Pre-Qualification Completed: June 24, 2026	
	F. Ethics Declaration Forms Submitted to Ethics: May 11, 2026	
	G. Protest Period End Date: July 21, 2026	
5.	Solicitations Downloaded: 230	Proposals Received: 3
6.	Contract Administrator: Laura Barrera	Telephone Number: 213-922-4365
7.	Project Manager: Karthik Radhakrishnan	Telephone Number: 213-922-3090

A. Procurement Background

This Board Action is to approve the award of Contract No. PS140991000 to provide Construction Manager/General Contractor (CM/GC) services for the Games Multimodal Infrastructure Project (“GMIP”). Board approval of contract awards is subject to the resolution of any properly submitted protest(s), if any.

Request for Proposals (RFP) No. PS140991 was issued in accordance with Metro’s Acquisition Policy and the contract type for Phase 1 is firm fixed price.

Three amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on April 7, 2026, revised the Pre-Proposal Conference date;
- Amendment No. 2, issued on April 8, 2026, revised the Deadline for submissions of RFP Comments; and
- Amendment No. 3, issued on April 24, 2026, added certain plans and specifications and revised the final Unit Price List.

A total of 230 downloads of the RFP were included in the planholders’ list. A virtual pre-proposal conference was held on April 13, 2026, that was attended by 40

participants. A total of 79 questions were received, and responses were provided prior to the proposal due date.

Three proposals were received by the due date of May 8, 2026.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro's Program Management and Program Control departments was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- | | |
|--|------------|
| • Capability and Experience | 250 points |
| • Project Understanding | 60 points |
| • Project Approach | 250 points |
| • Community Benefits and Workforce Development | 40 points |
| • Price | 400 points |

Several factors were considered when developing the weighting for the evaluation criteria, giving the greatest importance to Price.

The price evaluation criteria consisted of the following 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 formula that would be evaluated with the understanding that only the amount listed under Phase 1 Pre-Construction Lump Sum Fee would be used for the awarded Contract Value (subject to clarification and/or negotiations). The price elements stated in the RFP are as follows:

1. Phase 1 Pre-Construction Lump Sum Fee
2. Delay Compensation Rate (daily) for Phase 1 with an assumed estimated quantity of 45 days of Compensable Delay during Phase 1 (for evaluation purposes only)
3. Phase 2 Margin Percentage, assuming a total construction cost of \$181M (for evaluation purposes only)
4. Unit Price Sum for Phase 2 work

The PET determined that all three proposals were within the competitive range and are listed below in alphabetical order:

1. Atkinson/Clark, A Joint Venture between Guy F. Atkinson Construction, LLC and Clark Construction Group – California, LP (“Atkinson/Clark”)
2. Griffith Company (“Griffith”)

3. Myers-Shimmick, a Joint Venture between Myers & Sons Construction LLC and Shimmick Construction Company, Inc. (“Myers-Shimmick”)

During the period of May 21, 2026, to June 9, 2026, the PET independently evaluated and scored the technical proposals. After oral presentations concluded on June 9, 2026, the PET met on June 10, 2026, to conduct final deliberations on their independent scores, and reached consensus scoring.

Qualifications Summary of Recommended Firm:

The Atkinson/Clark Joint Venture proposal showcases significant experience in public right-of-way construction, including park-and-ride facilities, bike storage, micromobility parking, lighting, and wayfinding signage. The discussions on the Work Packages demonstrated a strong understanding of the project requirements. Their proven track record in delivering similar infrastructure projects under fixed milestones supports confidence in their ability to successfully execute the current CM/GC project.

The evaluation performed by the PET determined that the proposal from Atkinson/Clark, a Joint Venture, demonstrated competent and professional qualifications for the performance of the services required and is determined to be the highest ranked proposer. The results of the final scoring are shown below, in rank order:

1	Firm	Maximum Points	Earned Points	Total Points	Rank
2	Atkinson/Clark				
3	Capability and Experience	250.00	181.67		
4	Project Understanding	60.00	40.00		
5	Project Approach	250.00	177.33		
6	Community Benefits and Workforce Development	40.00	28.00		
7	Price	400.00	387.50		
8	Total	1000		814.50	1
9	Griffith				
10	Capability and Experience	250.00	214.00		
11	Project Understanding	60.00	50.00		
12	Project Approach	250.00	214.67		
13	Community Benefits and Workforce Development	40.00	28.00		
14	Price	400.00	284.19		
15	Total	1000		790.86	2
16	Myers-Shimmick				
17	Capability and Experience	250.00	211.33		
18	Project Understanding	60.00	48.00		
19	Project Approach	250.00	207.33		
20	Community Benefits and Workforce Development	40.00	32.00		
21	Price	400.00	217.27		
22	Total	1000		715.93	3

C. 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
Atkinson/Clark	\$1,045,164.65 (Phase 1 Preconstruction Lump Sum Fee)	\$1,857,000.00	\$1,045,165.00 (Phase 1 Preconstruction Lump Sum Fee)
	\$5,000.00/day (Delay Compensation for Phase 1)		\$5,000.00/day (Delay Compensation for Phase 1)
	9% (Phase 2 Margin Percentage)		9% (Phase 2 Margin Percentage)
	\$32,538,586.31 (Unit Price Sum)		\$TBD for each Work Package
Griffith Company	\$2,371,151.47 (Phase 1 Preconstruction Lump Sum Fee)		
	\$5,000.00/day (Delay Compensation for Phase 1)		
	11.9% (Phase 2 Margin Percentage)		
	\$34,759,666.36 (Unit Price Sum)		
Myers- Shimmick	\$1,922,793.39 (Phase 1 Preconstruction Lump Sum Fee)		
	\$5,000/day (Delay Compensation for Phase 1)		
	8.0% (Phase 2 Margin Percentage)		
	\$51,825,105.79 (Unit Price Sum)		

D. Background on Recommended Contractor

The recommended CM/GC contractor is Atkinson/Clark, a Joint Venture (ACJV), and was established ten years ago. Their companies share corporate offices in both downtown Los Angeles and Costa Mesa.

The managing partner of the ACJV is Guy F. Atkinson Construction, LLC (Atkinson). Established in 1962, Atkinson is a heavy civil contractor that specializes in complex infrastructure, structural work, and concrete paving. The company is based in Broomfield, Colorado, with local offices in Los Angeles and Costa Mesa.

Clark Construction Group – California LP (Clark), the other JV partner, is a multidisciplinary building and civil construction firm that has been in business for over 120 years. The firm has extensive experience working with other public agencies, such as Los Angeles World Airports (LAWA), Union City, CA, the City of Long Beach, and the U.S. General Services Administration.

The proposed ACJV team combines Atkinson's heavy civil expertise in roadway modifications, active transportation corridors, and transit utility work with Clark's general contracting capabilities in constructing complex transit terminals, pedestrian structures, and regional mobility hubs. This joint venture effectively bridges the gap between horizontal civil work and vertical facility improvements.

DEOD SUMMARY**GAMES MULTIMODAL INFRASTRUCTURE PROJECT – CM/GC
PS140991000****A. Small Business Participation**

The U.S. Department of Transportation (USDOT) has issued an Interim Final Rule (IFR) that makes changes to the DBE Program, including suspension of DBE goals, counting of DBE participation, and enforcement effective October 3, 2025. For Phase 1 Work, the Disadvantaged Business Enterprise (DBE) goal is 0% of the Phase 1 contract price. While the DBE commitment is not a factor in the staff recommendation, there are two certified small businesses listed to participate in Phase 1 of this contract.

B. Local Small Business Enterprise (LSBE) Preference

The LSBE preference is not applicable to federally funded procurements. Federal law (49 CFR § 661.21) prohibits the use of local procurement preferences on FTA-funded projects.

C. Small Business Engagement Outreach Plan (EOP)

Proposers were required to submit, with its proposal, an Engagement and Outreach Plan (EOP). ACJV submitted an EOP, as a part of its Project Approach, describing its plan for engagement and outreach to the small business community on contracting opportunities for all phases of the Work.

D. Contracting Outreach and Mentoring Plan (COMP)

The Contractor Outreach and Mentoring Plan (COMP) is not applicable to Phase 1 work. However, for Phase 2 Work (including any Works Packages valued at \$25 Million or more), ACJV will be required to mentor at least four (4) certified small business firms for protégé development, in accordance with the terms of the Contract.

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. 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).

G. Project Labor Agreement/Construction Careers Policy (PLA/CCP)

The Project Labor Agreement/Construction Careers Policy (PLA/CCP) does not apply to the Phase 1 pre-construction and design portion of the contract. However, it will apply to any Work Package(s) issued during Phase 1 and Phase 2 construction work that exceeds \$2.5 million. The Contractor shall comply with Metro's Local Targeted Hiring goals in effect at the time of award.

Federally Funded Projects		
Extremely / Economically Disadvantaged Worker Goal	Apprentice Worker Goal	Disadvantaged Worker Goal
40%	20%	10%

Compliance shall be reported and monitored in accordance with Metro's established PLA/CCP reporting and compliance procedures.

H. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.

**2026-0388 Games Multimodal Infrastructure Project
(GMIP) – Construction Manager / General Contractor**

CONSTRUCTION COMMITTEE

JULY 15th, 2026



RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD a firm fixed price Contract No. PS140991000 to Atkinson/Clark, a Joint Venture (ACJV), for Phase 1 Preconstruction Services of the Construction Manager/General Contractor contract for the Games Multimodal Infrastructure Projects (Project) in the amount of \$1,045,165.00, subject to the resolution of any properly submitted protest(s).
- B. NEGOTIATE and EXECUTE all project related agreements and contract modifications utilizing Reconnecting Communities and Neighborhoods (RCN) funds that have been programmed through Board Approval with an amount not to exceed \$69,100,000.00.



BACKGROUND

The GMIP consists of distinct, geographically dispersed projects that are progressing through design on different timelines, while sharing a fixed delivery window associated with the 2028 Games.

Projects that make up GMIP are:

- Mobility Hubs
- Key Station Improvements
- First Last Mile Improvements
- Bus Corridor Enhancements
- ZEB Opportunity Chargers



DISCUSSION

Early contractor involvement will allow Metro to make informed decisions during final design, improve construction quality, encourage value engineering, provide greater certainty on final construction costs and delivery schedule, and reduce risks associated with change orders, disputes, third-party delays, and constructability issues during construction.

If Metro and the CM/GC contractor agree on pricing for one or more Work Packages that are for RCN Projects, staff will advance the applicable Work Package Modification and construction authorization consistent with the approved budget and Board authorization requirements.

For Projects that are not fully funded, the Project Team will work collaboratively with the CM/GC contractor to reach an agreement on pricing that is within the proposed budget and return to the Board for approval to execute those Work Packages when funding has been secured and programmed by the Board.



PROCUREMENT EVALUATION

Evaluation Criteria	Maximum Points	Atkinson/ Clark	Griffith Company	Myers-Shimmick
Capabilities and Experience	250.00	181.67	214.00	211.33
Project Understanding	60.00	40.00	50.00	48.00
Project Approach	250.00	177.33	214.67	207.33
Community Benefits and Workforce Development	40.00	28.00	28.00	32.00
Price	400.00	387.50	284.19	217.27
Total		814.50	790.86	715.93
Phase 1 Preconstruction Lump Sum Fee		\$1,045,164.65	\$2,371,151.47	\$1,922,793.39
Delay Compensation for Phase 1		\$5,000/day	\$5,000/day	\$5,000/day
Phase 2 Margin Percentage		9%	11.9%	8%
Unit Price Sum		\$32,538,586.31	\$34,759,666.36	\$51,825,105.79



NEXT STEPS

Upon Board approval, staff will execute CM/GC Contract No. PS140991000 to Atkinson/Clark, a Joint Venture (ACJV) and issue a Notice to Proceed for Phase 1 Preconstruction Services. Staff will return to the Board as required for approval of unprogrammed Phase 2 activities.





THANK YOU





Board Report

File #: 2026-0434, **File Type:** Informational Report

Agenda Number: 20.

CONSTRUCTION COMMITTEE JULY 15, 2026

SUBJECT: PROGRAM MANAGEMENT QUARTERLY CHANGE REPORT

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Status Report on Program Management Quarterly Changes.

ISSUE

This quarterly report is a summary of contract changes greater than \$500,000 for Metro projects that used the Board delegated authority to the Chief Executive Officer (CEO).

BACKGROUND

In January 2017, the Board approved a one-year pilot to delegate to the CEO authority to execute project agreements up to the Life-of-Project (LOP) budget for the Crenshaw/LAX, Regional Connector, and Purple Line Extension Section 1 and 2 projects. The purpose of the pilot was to save time and minimize disruption due to the typical contract change administration approval process.

The pilot program was effective, generated cost savings, and avoided costly construction delays. At its January 2018 meeting, the Board approved the continuation and expansion of the delegation of authority within the LOP budget on all Transit and Regional Rail Capital Projects. Staff were directed to provide quarterly reports to the Board on change orders and modifications above \$500,000 (Attachment A). Board delegated authority to the CEO is very beneficial to expedite contract changes and avoid costly construction delays. Since inception of the program up to 3,698 concurrent workdays or concurrent 14.5 years, aggregated across the program, have been saved (Attachment B).

DISCUSSION

The change activities for the reporting period between March 1, 2026 - May 31, 2026, are included in Attachment A.

EQUITY PLATFORM

The table below summarizes the percentage of each project within or adjacent to Equity Focus Communities.

Project	Percent in Equity Focus Communities
Westside Purple Line Ext 1	This project is not located within or adjacent to Equity Focus Communities. Although not located in Equity Focus Communities, the project regularly reaches out to the broad community regarding project progress, important safety alerts, and planned disruptions to minimize adverse travel impacts. Reports concerning SBE and DBE participation are also regularly shared with surrounding communities.
Westside Purple Line Ext 2	This project is not located within or adjacent to Equity Focus Communities. Although not located in Equity Focus Communities, the project regularly reaches out to the broad community regarding project progress, important safety alerts, and planned disruptions to minimize adverse travel impacts. Reports concerning SBE and DBE participation are also regularly shared with surrounding communities.
Westside Purple Line Ext 3	1 of 2 stations (50%) are within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
Division 20	100% of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
Airport Metro Connector	100% of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
Rail to Rail	90% of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
I-5 North County Enhancements	This project is not located within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
Metro G Line BRT	15 of 17 stations (88%) of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
I-105 Express Lanes	92% of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
North Hollywood to Pasadena	60% of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
East San Fernando Valley Transit Corridor	100% of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
Southeast Gateway Line	65% of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
Link Union Station	100% of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
Vermont BRT	87% of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.
J Line Electrification	100% of the project is within or adjacent to Equity Focus Communities. Reports concerning SBE and DBE participation are regularly shared with surrounding communities.

Taken together, these figures demonstrate that Equity Focus Communities are deeply embedded across Metro's capital project portfolio, with the majority of projects substantially or fully located within or adjacent to these communities. Even where a project falls outside these geographic boundaries, Metro sustains proactive communication with surrounding communities on progress, safety, and

service impacts. This consistent reporting, paired with ongoing transparency around small business participation, reflects Metro's broader commitment to ensuring equity considerations are integrated throughout project planning, delivery, and community engagement.

VEHICLE MILES TRAVELED OUTCOME

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

The projects in this report have mixed outcomes, but on the whole, most of the projects in this report will likely decrease VMT in LA County. Within this suite of projects, Metro seeks to reduce single-occupancy vehicle trips, provide a safe transportation system, and increase accessibility to destinations via transit, cycling, walking, and carpooling. Some of the projects within this status report include items that will ease congestion for cars and trucks, or expand vehicle capacity, resulting in the possibility of increased VMT. However, these projects also provide for carpooling infrastructure and reinvestment of funding towards transit projects. In addition, the projects' multi-modal benefits may contribute to offsetting the possible increase in VMT.

While the agency remains committed to reducing VMT through transit and multimodal investments, some projects may induce or increase personal vehicle travel. However, these individual projects aim to ensure the efficient and safe movement of people and goods. Although the three highway projects above may not directly contribute to the achievement of the Board-adopted VMT Reduction Targets, the VMT Targets were developed to account for the cumulative effect of a suite of programs and projects within the Metro region, which individually may induce or increase VMT. Additionally, Metro has a voter-approved mandate to deliver multimodal projects that enhance mobility while ensuring the efficient and safe movement of people and goods.

Project	Increase or Decrease VMT
Westside Purple Line Ext 1	This item will likely decrease VMT.
Westside Purple Line Ext 2	This item will likely decrease VMT.
Westside Purple Line Ext 3	This item will likely decrease VMT.
Division 20	This item will likely decrease VMT.
Airport Metro Connector	This item will likely decrease VMT.
Rail to Rail	This item will likely decrease VMT.
I-5 North County Enhancements	This item will likely increase VMT.
Metro G Line BRT	This item will likely decrease VMT.
I-105 Express Lanes	This item will likely increase VMT.
North Hollywood to Pasadena	This item will likely decrease VMT.
East San Fernando Valley Transit Corridor	This item will likely decrease VMT.
Southeast Gateway Line	This item will likely decrease VMT.
Link Union Station	This item will likely decrease VMT.
Vermont BRT	This item will likely decrease VMT.
J Line Electrification	This item will likely decrease VMT.

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

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports strategic plan goal # 5 to provide responsive, accountable, and trustworthy governance within the Metro organization by keeping the Board informed of the Projects' change orders and modifications via submitting the Change Order log on a quarterly basis.

NEXT STEPS

The next Program Management Quarterly Change Report will cover the period of June 1, 2026, through August 31, 2026, and will be presented to the October 2026 Construction Committee.

ATTACHMENTS

Attachment A - Quarterly Change Orders Log for Reporting Period of March 1, 2026 - May 31, 2026

Attachment B - OIG Construction Change Order Spot Checks CEO Delegated Authority Delays Avoided (Through May 2026)

Prepared by:

- **Westside Purple Line Ext 1** - James Cohen, Senior Executive Officer, Projects Engineering, (323) 900-2114
- **Westside Purple Line Ext 2** - Zephaniah Varley, Senior Executive Officer, Projects Engineering (interim), (424) 551-4449
- **Westside Purple Line Ext 3** - Kimberly Ong, Senior Executive Officer, Projects Engineering, (424) 551-4501
- **Division 20 Portal** - Stephanie Leslie, Executive Officer, Project Management, (213) 418-

3026

- **Airport Metro Connector** - Rafie Zamani, Senior Executive Officer, Projects Engineering, (213) 418-3140
- **Rail to Rail** - Rafie Zamani, Senior Executive Officer, Projects Engineering, (213) 418-3140
- **I-5 North Country Enhancements** - Mathew Antonelli, Deputy Chief Program Management Officer, (213) 893-7114
- **Metro G Line BRT Improvements** - Annalisa Murphy, Deputy Executive Officer, (213) 922-2143
- **I-105 Express Lanes** - James Wei, Executive Officer, Program Management, (213) 922-7258
- **North Hollywood to Pasadena BRT** - Michael McKenna, Deputy Chief Program Management Officer, (424) 551-4447
- **East San Fernando Valley Transit Corridor** - Mathew Antonelli, Deputy Chief Program Management Officer, (213) 893-7114
- **Southeast Gateway Line** - Mathew Antonelli, Deputy Chief Program Management Officer, (213) 893-7114
- **Link Union Station** - Michael McKenna, Deputy Chief Program Management Officer, (424) 551-4447
- **Vermont BRT** - Michael McKenna, Deputy Chief Program Management Officer, (424) 551-4447
- **J Line Electrification** - Michael McKenna, Deputy Chief Program Management Officer, (424) 551-4447
- **Report** - Daniel Estrada, Senior Executive Officer, Program Management (Interim), (213) 418-3076

Reviewed by:

Tim Lindholm, Chief Program Management Officer, (213) 922-7297



Stephanie Wiggins
Chief Executive Officer

WESTSIDE PURPLE LINE SECTION 1

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)							
Change Types: 1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety							
A. DESIGN BUILD CONTRACT - CONTRACT NO. C1045 - SKANSKA-TRAYLOR-SHEA, A JOINT VENTURE							
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount	
MOD 282	<u>Wayside Signage Construction</u> : This change provides construction work at all three stations associated with Train Control design updates resulting from Metro SBCN-2019-003, Wayside Operational Signage.	5	4/10/2026	4/10/2026	\$2,277,317	\$1,727,681	
MOD 290	<u>Personnel Manning EMP at Wilshire/La Brea Station</u> : Following the Wilshire/Western cutover, Metro Operations required STS to provide personnel to man the Emergency Management Panel (EMP) as a safety redundancy to Metro Rail Operations Control (ROC). Although Systems Integration Testing (SIT) and ventilation scenario approvals were completed by November 2025, Metro Operations required continued EMP staffing through March 13, 2026.	7	05/28/26	5/28/2026	\$1,563,102	\$913,405	
B. PROFESSIONAL SERVICES CONTRACTS							
MOD 11	WPLE1 - E0128-TO-21/Mod 11 - Systems Engineering DSDC for FY26 - Continuation of Level of Effort	5	04/21/26	4/21/2026	\$549,475	\$549,475	
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS							
	None						

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) DESIGN BUILD CONTRACT - CONTRACT NO. C1045 - SKANSKA-TRAYLOR-SHEA, A JOINT VENTURE				
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost	
CN-321	<u>Elevator Equipment Room Modifications</u> ; this change is for elevator room modifications as per state inspections.	5	Between \$500K and less than \$1M	
CN-328.1	<u>COBH TV Connection to Metro</u> ; this change is due to Purple (D) Line Extension Section 2 and 3 City of Beverly Hills Memorandum of Agreements that were implemented after D Line Section 1's MOA.	5	Between \$500K and less than \$1M	
TBD	<u>Additional Scope for Construction West of La Cieienga</u> ; this change is due to City of Beverly Hills requested streetscape changes due to updated standards.	5	Between \$500K and less than \$1M	

B) PROFESSIONAL SERVICES CONTRACTS				
	None			

C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS				
	None			

WESTSIDE PURPLE LINE SECTION 2

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN BUILD CONTRACT - C1120 - Tutor Perini / O&G, A Joint Venture

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
MOD-00282.1	<u>Additional Spare and Upsized Conduits for LADWP Permanent Power Duct Bank and Switchgear Rearrangement in and near 2010 Century Park East (CO-94.6)</u> : This change directs the Contractor to design, furnish, and install additional spare and upsized conduits including an additional vault as part of LADWP's permanent power duct bank, and design and construct site restoration to support LADWP's switchgear.	2	3/16/2026	4/27/2026	\$4,172,462	\$3,385,584
MOD-00284	<u>Tunnel Walkway Gap Notifications</u> : This change directs the contractor to design, furnish and install signage and striping in the tunnels to notify alighting passengers of potential pedestrian hazards where horizontal gaps between the train door and the edge of tunnel walkway exceed certain widths as set forth by the CPUC and Metro Fire Life Safety.	5	3/31/2026	5/1/2026	\$1,450,434	\$731,073
MOD-00288	<u>CCS 28-inch Storm Drain Line D Permanent Connection on Avenue of the Stars (Construction)</u> : This change is for the Contractor to construct a permanent connection between MH "JM #11" on Avenue of the Stars and MH "JM" #5 on Constellation Boulevard.	5	3/11/2026	5/18/2026	\$1,939,056	\$1,939,056
CO-00115	<u>Cable Installation for Metro's Cellular Infrastructure Installer (CCS to CP-26)</u> : This change directs the Contractor to furnish and install one (1) new 1 ¼" innerduct from Century City Station (CCS) Train Control & Communications (TC&C) Room 213 to Cross Passage (CP) 26, and to pull cables along with the new innerduct to support Metro's proposed cellular infrastructure.	5	N/A	3/30/2026	\$2,516,211	\$1,977,339
CO-00117	<u>Installation of Art Glass and Mockups</u> : This change directs to Contractor to install Interior and Exterior artist-embellished glass panels, provide – Art Program, issued for Construction Drawings and issued for Construction Specifications, RFI-458 and RFI-854.	5	N/A	4/22/2026	\$3,014,083	\$2,000,000

B. PROFESSIONAL SERVICES CONTRACTS

	None					
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C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

MOD-00011	<u>Continuation Of Construction Management Support Services (CMSS) for Westside Purple Line Extension Section 2 (WPLE2) Project</u> : This modification was necessary to continue Construction Management Support Services during construction by the C1120 design-build contractor.	5	5/12/2026	4/20/2026	\$3,782,012	\$3,782,011
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II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) DESIGN BUILD CONTRACT - C1120 - Tutor Perini / O&G, A Joint Venture			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		
B) PROFESSIONAL SERVICES CONTRACTS			
	None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
MOD-00012	Continuation Of Construction Management Support Services (CMSS) for Westside Purple Line Extension Section 2 (WPLE2) Project: This modification was necessary to continue Construction Management Support Services during construction by the C1120 design-build contractor.	5	Between \$1M and \$5M

WESTSIDE PURPLE LINE SECTION 3

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)							
Change Types: 1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety							
A. DESIGN BUILD CONTRACT - CONTRACT NO. C1152 (TPOG)							
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount	
C1152-MOD-00173	Radio Antenna at Caltrans Property - CONSTRUCTION ONLY - Relocation of the above ground radio antenna from the Westwood/UCLA station to Caltrans property next to the I-405 freeway due to the Metro/UCLA easement agreement that defines Metro's air rights to 30-ft from the ground at the station plaza.	5	2/23/2026	3/24/2026	\$536,774	\$531,283	
B. PROFESSIONAL SERVICES CONTRACTS							
	None						
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS							
	None						

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) DESIGN BUILD CONTRACT - CONTRACT NO. C1152 (TPOG)			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
C1152-MOD-00177.1	UCLA Sta and VA Sta – STV Speech Intelligibility – CONSTRUCTION ONLY - Based on the acoustic analysis performed by the acoustical engineer after the project was awarded to the Contractor, perforated metal ceiling panels with additional acoustical absorptive material are required in lieu of non-perforated panels.	5	Between \$1M and \$5M
B) PROFESSIONAL SERVICES CONTRACTS			
	None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
	None		

DIVISION 20 PORTAL WIDENING TURNBACK

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)							
Change Types: 1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety							
A. DESIGN BID BUILD CONTRACT - CONTRACT NO.1136 (TUTOR PERINI CORP)							
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount	
CO319	South Ladder Tracks - DB CS19, SD A1, PA Pole 1 Realignments; Electrical and Civil Changes per RFI-01787, 01789, 01800, 01808.01, 01913 & RFC-173.01	5	6/11/2025	4/16/2026	\$1,215,732	\$1,215,732	
CO338	Relocation from PBR Lot to Cornfields Lot	5	3/9/2026	5/14/2026	\$500,000	\$500,000	
B. PROFESSIONAL SERVICES CONTRACTS							
E0128	Additional Level of Effort for FY26/FY27, TO-09 MOD 16 Division 20 Portal Widening Turnback Project, Design Services During Construction where the Systems Engineering Consultant (SEC) shall provide the additional support services as requested by the Division 20 Project.	5	05/06/26	5/11/2026	\$1,399,066	\$1,399,066	
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS							
	None						

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) DESIGN BID BUILD CONTRACT - CONTRACT NO.1136 (TUTOR PERINI CORP)			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		
B) PROFESSIONAL SERVICES CONTRACTS			
	None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
MC074	Construction Management Support Services FY26	5	Between \$5M and \$10M

AIRPORT METRO CONNECTOR

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. DESIGN BID BUILD CONTRACT - CONTRACT NO. C1197 - Tutor

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
Tutor - C1197 Mod 80 CN 98	Station-Wide Design Revisions Contractor to provide all labor, material, and equipment necessary to construct all necessary project elements per changes made to the Contract Documents. During construction, the Owner directed numerous revisions to the originally issued design, including changes conveyed through RFIs and supplemental design modifications (Bulletins). These revisions materially altered the original scope of work, sequencing, and means and methods upon which the Contractor's bid was based. As a result of these Owner-directed changes, the Contractor was required to perform and manage a substantial amount of additional and changed work, including increased coordination, rework, and modified installation efforts that were not reasonably foreseeable at the time of bid. These impacts resulted in unanticipated and additional costs for which the Contractor is entitled to equitable adjustment. In parallel, Metro directed the Contractor to add resources and implement acceleration measures to avoid any schedule slippage. This directive resulted in trade stacking, reduced work efficiencies, and increased exposure to trade interference and damage. These conditions materially increased the Contractor's cost and risk profile beyond that contemplated in the original bid. Metro further emphasized, through senior management directives, the critical need to complete the AMC Project in accordance with the planned completion date and in advance of LAX's Automated People Mover. Additionally, Metro required substantial completion of the AMC station LRT areas to support end-to-end opening of the Crenshaw K-Line, including testing and commissioning activities.	5	2/13/2026	4/17/2026	\$47,505,654	\$20,346,312
Tutor - C1197 Mod 82 CN 100	Floor Designation Changes Contractor shall provide all labor, equipment, and materials necessary to revise room and floor designation within the AMC station to align with LAWA East-ITF Stations floor designation. This scope addresses a floor designation and room numbering discrepancy between the LAX Metro Transit Center (MTC) and the Airport People Mover (APM) that could impact passenger wayfinding and coordination between the two systems. To resolve the mismatch, the MTC floor designations will be revised so the current Intermediate Level becomes "Level M" and the current Mezzanine Level becomes "Level 2," with corresponding updates to room numbering on the affected levels (Ground Level remains unchanged). The Contractor will implement all required field and system updates so the revised floor and room identifiers are reflected consistently across the facility, including life-safety and building control systems, emergency management and central monitoring, communications/telephone, security systems (video surveillance and access control), passenger information systems, lighting controls, and electrical power monitoring. Work also includes updating elevator fixtures/markings and associated software that display floor designations, confirming whether escalator software updates are necessary, replacing affected room/egress/directory signage (including patching/cleaning surfaces as needed), retesting impacted systems to confirm functionality and connectivity, and revising as-built drawings and operations and maintenance manuals to match the updated floor designations and room numbers.	5	04/22/26	5/7/2026	\$6,601,351	\$4,109,799

B. PROFESSIONAL SERVICES CONTRACTS

	None					
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C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					
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II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) DESIGN BID BUILD CONTRACT - CONTRACT NO. C1197 - Tutor			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		
B) PROFESSIONAL SERVICES CONTRACTS			
	None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
	None		

RAIL TO RAIL

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)							
Change Types: 1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety							
A. DESIGN BID BUILD CONTRACT - C1166 Rail to Rail (Griffith)							
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)			Change Type	Submission Date	Approval Date	Contractor's Proposed Amount
	None						
B. PROFESSIONAL SERVICES CONTRACTS							
	None						
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS							
	None						

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) DESIGN BID BUILD CONTRACT - C1166 Rail to Rail (Griffith)				
CHANGE NOTICE/ORDER #		DESCRIPTION	Change Type	Rough Order of Magnitude Cost
C1166		Landscaping and Vandalism	5	Between \$1M and \$5M
CN TBD (Mod TBD)		This upcoming modification will be to address landscaping and vandalism issues that the contractor has had to addressed since the Active Transportation Corridor opened to the public in May 2025.		
B) PROFESSIONAL SERVICES CONTRACTS				
		None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS				
		None		
D) THIRD PARTY AGREEMENTS				
LABOE - FY24 WOA		<u>Settlement with City of LA for LABOE</u> Settlement with City of LA to account for costs incurred due to work at intersections.	2	Between \$500K and less than \$1M

I-5 NORTH COUNTY ENHANCEMENTS PROJECT

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)							
Change Types: 1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety							
A. DESIGN BID BUILD CONTRACT - CONTRACT NO. C70396C1205 - OHL USA, INC.							
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount	
	None						
B. PROFESSIONAL SERVICES CONTRACTS							
	None						
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS - CONTRACT NO. PS67828000 - HILL INTERNATIONAL							
MOD-00003	I-5 N HOV And Truck Lane Enhancement CCSC - Increase Level of Effort and Exercise the Two One-Year Option	5	5/1/2026	5/15/2026	\$22,412,832	\$22,412,832	

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) DESIGN BID BUILD CONTRACT - CONTRACT NO. C70396C1205 - OHL USA, INC.			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		
B) PROFESSIONAL SERVICES CONTRACTS			
	None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS - CONTRACT NO. PS67828000 - HILL INTERNATIONAL			
	None		

METRO G LINE BRT IMPROVEMENTS

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)							
Change Types: 1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety							
A. PROGRESSIVE DESIGN BUILD CONTRACT - CONTRACT NO.							
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)		Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None						
B. PROFESSIONAL SERVICES CONTRACTS							
	None						
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS							
	None						

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) PROGRESSIVE DESIGN BUILD CONTRACT - CONTRACT NO.			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
CO-00010	Gated Intersections Long Lead Item Procurement	5 - Scope	Between \$1M and \$5M
B) PROFESSIONAL SERVICES CONTRACTS			
	None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
	None		

I-105 EXPRESS LANES

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)													
Change Types:													
1 - Betterment		2 - Third Party		3 - Differing Site Conditions		4 - Regulatory Requirements		5 - Scope		6 - Value Engineering		7 - Safety	
A. CMGC CONTRACT - CONTRACT NO. PS84667000													
MOD/CHANGE #		DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)				Change Type	Submission Date	Approval Date	Contractor's Proposed Amount		Approved Amount		
		None											
B. PROFESSIONAL SERVICES CONTRACTS													
		None											
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS													
		None											

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) CMGC CONTRACT - CONTRACT NO. PS84667000				
	CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	TBD	Additional Fiber Optic Line Installation (amount change this period)	5	Between \$5M and \$10M
	TBD	Temporary Traffic Control for the City of LA Streets	5	Between \$500K and less than \$1M
B) PROFESSIONAL SERVICES CONTRACTS				
		None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS				
		None		

NORTH HOLLYWOOD TO PASADENA BRT

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)

Change Types:
1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety

A. CM/GC CONTRACT - CONTRACT NO.

MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
CN 00003 / MOD 00003	Phase 1 Modification - CM/GC to continue providing Phase 1 Pre-Construction Services in accordance with Exhibit 3 – Project Requirements to support development of the final and AFC design packages, provide a certified arborist to prepare reports necessary to comply with City’s notification requirements associated with tree removals and relocations, and develop final traffic control plans, including temp striping, and temp signalization for approval by the relevant city.	5 - Scope	2/13/2026	3/13/2026	\$4,796,808	\$4,796,808

B. PROFESSIONAL SERVICES CONTRACTS

	None					
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C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS

	None					
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II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) CM/GC CONTRACT - CONTRACT NO.			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		
B) PROFESSIONAL SERVICES CONTRACTS			
	None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
	None		

EAST SAN FERNANDO VALLEY

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)								
Change Types: 1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety								
A. PROGRESSIVE DESIGN BUILD CONTRACT - CONTRACT NO. PS89616 SAN FERNANDO TRANSIT CONSTRUCTORS								
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)			Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount
	None							
B. PROFESSIONAL SERVICES CONTRACTS - CONTRACTS NO. AE35279 - KKCS/TRIUNITY								
	None							
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS								
	None							

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) PROGRESSIVE DESIGN BUILD CONTRACT - CONTRACT NO. PS89616 SAN FERNANDO TRANSIT CONSTRUCTORS			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
PS89616000-MOD16 (SAN FERNANDO TRANSIT CONSTRUCTORS)	Phase 2 Supplement. Perform Phase 2 Work as Phase 2 Work is defined in Exhibit 1 (Definitions), and as described in this Modification, including the Phase 2 Supplement (Supplemental (Modified and Restated) Progressive Design-Build Contract for the East San Fernando Valley Light Rail Transit Line Project and all its Exhibits, all dated May 28, 2026)_This Modification includes the scope of work for, and therefore cancels and supersedes, the following Change Notices (CNs) CN 14, CN18, CN 21, CN 23, and CN 26; and the following Change Orders (COs) : CO-01 CO 04, CO 05, CO 06, CO 07, CO 08, CO 09, and CO 10.	5 - Scope	More than \$15M
B) PROFESSIONAL SERVICES CONTRACTS - CONTRACTS NO. AE35279 - KKCS/TRIUNITY			
	None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
	None		

SOUTHEAST GATEWAY LINE

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)							
Change Types: 1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety							
A. ADVANCED WORKS CM/GC CONTRACT - CONTRACT NO. PS119518000							
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount	
	None						
B. PROFESSIONAL SERVICES CONTRACTS							
AE104903000-MOD-00004	Program Management Support and FTA PD Deliverables: This Modification includes additional program management support, design management support, preliminary design and final design support, and additional design services required to support Metro's application for federal funding under Federal Transit Administration (FTA)'s Capital Investment Grants Program.	5	04/23/26	5/12/2026	\$24,499,943	\$24,499,943	
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS							
	None						

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) ADVANCED WORKS CM/GC CONTRACT - CONTRACT NO. PS119518000			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		
B) PROFESSIONAL SERVICES CONTRACTS			
	None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
	None		

LINK UNION STATION

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)							
Change Types: 1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety							
A. CM/GC CONTRACT - CONTRACT NO.							
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)			Change Type	Submission Date	Approval Date	Contractor's Proposed Amount
	None						
B. PROFESSIONAL SERVICES CONTRACTS							
	None						
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS							
	None						

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) CM/GC CONTRACT - CONTRACT NO.			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		
B) PROFESSIONAL SERVICES CONTRACTS			
REQ63473	LINK US - HDR PS2415-3172 Mod 22 - to fulfil the Metro Board Motion No. 2025-0931 and provide Design Services During Construction (DSDC) for Early Works Packages 1 and 2 through FY27	5	Between \$1M and \$5M
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
	None		

VERMONT BRT

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)							
Change Types:		1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety					
A. CM/GC CONTRACT - CONTRACT NO.							
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)			Change Type	Submission Date	Approval Date	Contractor's Proposed Amount
	None						
B. PROFESSIONAL SERVICES CONTRACTS							
MOD 00003	VTC BRT SES Final Design			5 - Scope	05/01/26	5/22/2026	\$16,134,046
MOD 00002	VTC BRT Interim to Final Design			5 - Scope	03/06/26	4/7/2026	\$2,500,000
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS							
MOD 00001	Zephyr UAS: CMSS for the Vermont Transit Corridor BRT Project – Additional Funding			5 - Scope	2/26/2026	3/2/2026	\$611,042

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) CM/GC CONTRACT - CONTRACT NO.			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		
B) PROFESSIONAL SERVICES CONTRACTS			
MOD 00003	PCSS for Vermont BRT Improvement Project - Support Services through FY 2026-2027	5 - Scope	Between \$1M and \$5M
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
	None		

J LINE ELECTRIFICATION

I. APPROVED MODIFICATIONS/CHANGES GREATER THAN \$500K IN THIS REPORTING PERIOD (March 1, 2026 - May 31, 2026)							
Change Types: 1 - Betterment 2 - Third Party 3 - Differing Site Conditions 4 - Regulatory Requirements 5 - Scope 6 - Value Engineering 7 - Safety							
A. DESIGN BID BUILD CONTRACT - C1233 Division 9 and El Monte Transit Center							
MOD/CHANGE #	DESCRIPTION (if the change is a unilateral, explain in BOLD fonts)	Change Type	Submission Date	Approval Date	Contractor's Proposed Amount	Approved Amount	
	None						
B. PROFESSIONAL SERVICES CONTRACTS							
Anser Advisory Management, LLC - AE120406 TO 1 Mod 3	CMSS for Battery Electric Bus Charging Infrastructure: To provide construction management support services (CMSS) through closeout of Division 9 electrification Construction Contract C1233.	5	04/11/26	4/14/2026	\$519,113	\$519,113	
C. CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS							
	None						

II. PENDING MODIFICATIONS/CHANGES GREATER THAN \$500K (March 1, 2026 - May 31, 2026)

A) DESIGN BID BUILD CONTRACT - C1233 Division 9 and El Monte Transit Center			
CHANGE NOTICE/ORDER #	DESCRIPTION	Change Type	Rough Order of Magnitude Cost
	None		
B) PROFESSIONAL SERVICES CONTRACTS			
	None		
C) CONSTRUCTION MANAGEMENT SUPPORT SERVICES CONTRACTS			
	None		

Attachment B - OIG Spot Check CEO Delegated Authority Delays Avoided (through May 2026)

Project Name	Total Work Days Saved	Years Saved
Crenshaw/LAX	336	1.3
Regional Connector	463	1.8
Purple Line Section 1	940	3.6
Purple Line Section 2	749	2.9
Purple Line Section 3	586	2.3
Division 20	200	0.8
Airport Metro Connector	314	1.2
East San Fernando Valley	7	0.0
Rail to Rail	78	0.3
I-5 N. County Enhancements	25	0.1
Metro G Line	53	0.2
Total Savings	3698	14.5

Program Management Quarterly Change Report Summary

Tim Lindholm

Chief Program Management Officer

Program Management Quarterly Change Report

- This report summarizes quarterly changes valued at greater than \$500,000 for projects managed by Program Management.
- The current Quarterly Change Orders Log is reporting a period from March 1, 2026, through May 31, 2026.
- Changes included in this report are within the approved LOP budget for each project.
- The next Change Order Log will cover the period of June 1, 2026 through August 31, 2026, and will be presented to the October 2026 Construction Committee.

Quarterly Changes (Mar 1, 2026 – May 31, 2026)

Project	# of Approved Changes	Contractor Proposed Amount	Total Approved Amount	Within LOP	# of Pending Changes	Range	Within LOP
Westside Purple Line Extension Section 1	3	\$ 4,389,894	\$ 3,190,561	√	3	Between \$500K and less than \$1M	√
Westside Purple Line Extension Section 2	6	\$ 16,874,258	\$ 13,815,063	√	1	Between \$1M and \$5M	√
Westside Purple Line Extension Section 3	1	\$ 536,774	\$ 531,283	√	1	Between \$1M and \$5M	√
Division 20 Portal Widening Turnback	3	\$ 3,114,798	\$ 3,114,798	√	1	Between \$5M and \$10M	√
Airport Metro Connector	2	\$ 54,107,005	\$ 24,456,111	√	-	-	-
Rail to Rail	-	-	-	-	2	Between \$500K and less than \$1M, between \$1M and \$5M	√
I-5 North County Enhancements Project	1	\$ 22,412,832	\$ 22,412,832	√	-	-	-
Metro G Line BRT Improvements	-	-	-	-	1	Between \$1M and \$5M	√
I-105 Express Lanes	-	-	-	-	2	Between \$500K and less than \$1M, between \$5M and \$10M	√
North Hollywood to Pasadena	1	\$ 4,796,808	\$ 4,796,808	√	-	-	-
East San Fernando Valley	-	-	-	-	1	More than \$15M	√
Southeast Gateway Line	1	\$ 24,499,943	\$ 24,499,943	√	-	-	-
Link Union Station	-	-	-	-	1	Between \$1M and \$5M	√
Vermont BRT	3	\$ 19,245,088	\$ 19,245,088	√	1	Between \$1M and \$5M	√
J Line Electrification	1	\$ 519,113	\$ 519,113	√	-	-	-

Project Name	Total Work Days Saved	Years Saved
Crenshaw/LAX	336	1.3
Regional Connector	463	1.8
Purple Line Section 1	940	3.6
Purple Line Section 2	749	2.9
Purple Line Section 3	586	2.3
Division 20	200	0.8
Airport Metro Connector	314	1.2
East San Fernando Valley	7	0.0
Rail to Rail	78	0.3
I-5 N. County Enhancements	25	0.1
Metro G Line	53	0.2
Total Savings	3698	14.5

OIG Spot Check
CEO Delegated
Authority Time
Saved (Through
May 2026)

**Board Report**

File #: 2026-0417, **File Type:** Informational Report**Agenda Number:** 21.

**CONSTRUCTION COMMITTEE
JULY 15, 2026****SUBJECT: OFFICE OF THE INSPECTOR GENERAL CONSTRUCTION CHANGE ORDER SPOT CHECKS****ACTION: RECEIVE AND FILE****RECOMMENDATION**

RECEIVE AND FILE Office of the Inspector General Construction Change Order Spot Check Report for the period March 1, 2026, to May 31, 2026.

ISSUE

On January 25, 2018, the Metro Board directed the Office of the Inspector General (“OIG”) to conduct random spot checks on change orders for the construction projects listed in the quarterly program management report to ensure that the CEO Delegation of Authority to approve Construction Change Orders Policy is performing in the manner desired by the Board of Directors.

BACKGROUND

The OIG’s Construction Change Order Spot Check Program (“Spot Checks”) focuses on approved change orders and modifications that exceed \$500,000. The four change orders in this report were selected from the Program Management Quarterly Major Project Status for the period of March 1, 2026, to June 30, 2026. The OIG gathers the data, reviews all the change orders over \$500,000, and selects change orders from the major projects. The information for the Spot Checks was collected from the Program Management Information System (PMIS), which is the department’s database system. Also, virtual meetings and telephonic interviews were conducted with Metro Program Management, Project Control, and Procurement staff from each involved project office.

For each Spot Check, we summarized:

- Description of the change order,
- Change order detail,
- Scope of Work,
- Budget,
- Schedule (Time to execute the change order),
- Safety, and
- Recommendations (lessons learned are identified starting with this report).

Metro’s Program Control department has provided informal responses to this report before its issuance, and they are asked to provide written responses to the recommendations in this OIG Spot Checks Report within 30

days after this Report is issued. Included with this report is a spreadsheet with the status of responses concerning previous OIG Spot Check Report recommendations (Attachment B).

DISCUSSION

Spot Checks Performed in this Quarter

Spot Check #1 -The Purple Line Extension Section 1 Transit Station Project

This OIG Spot Check report pertains to the Purple Line Extension Section 1 Project (Contract C1045 MOD 00282), Additional Work, Wayside Operational Signage Package

Change Order Detail

See Attachment A Spot Check #1 table.

Summary #1

Scope of Work - This change order, MOD 00282, in the amount of \$1,727,681, is for additional scope of work on the Purple Line Extension Section 1 (PLE1) Project to support the procurement and installation of the Wayside and Operational Signage Package identified under ECI-069. The Contractor prepared and submitted all follow-up shop drawings required to fully complete the scope of work in accordance with the contract directive. Shop drawings were reviewed and approved prior to the commencement of any fabrication or installation activities. All work was performed in conformance with applicable contract documents, specifications, and governing standards for signage systems. Throughout the fabrication and installation process, the contractor maintained active coordination with Metro, ensuring timely completion and full compliance with project milestones and quality requirements.

The following scope items are included in this modification:

- Exhibit 1 - New station corner signs from the Regional Connector.
- Exhibit 2 - Revised tunnel directional signs from Regional Connector (per RFI-MTA-799 Response).
- Exhibit 3 - Summary of permanent signage types included in this change.
- Clarifications to interlocking and cross-passage signs (per RFI-MTA-813 Response):
- Temporary signage: Contractor to fabricate and install temporary signage as necessary in Reaches 2-4 to support live-car testing and maintain the project schedule.

Budget - This change order for MOD 00282 had an agreed-upon amount of \$1,727,681. The initial Contractor's Cost and Schedule Proposal (CSP) was \$2,277,317, and the Independent Cost Estimate (ICE) was \$1,736,459. The ICE is \$540,858 (23.75%) under the CSP, and the negotiated amount is \$8,778 (.51%) less than the ICE. The project staff stated that funds for this change order are within the Life-of-Project budget.

Schedule - The CEO Delegation of Authority process was utilized for this change order. The modification was awarded on April 09, 2026 and the staff completed all signature approvals within two workdays. Under the prior Board approval method for change orders, assuming presentation at a July Board meeting date, it would have taken a total of sixty-eight workdays to complete the transaction.

Safety - The Purple Line Extension Section 1 C1045 has 11,211,308 Project hours through December 2025, with a Total Recordable Injury Rate (TRIR) of .80 (the Bureau of Labor Statistics National Average is 2.3) and a Days Away, Restricted or Transferred (DART) rate of .08 (the Bureau of Labor Statistics National Average is 1.5).

Recommendations/Lessons Learned - No recommendations by the OIG.

Spot Check #2 - The Purple Line Extension Section 2 Transit Station Project

This OIG Spot Check report pertains to the Purple Line Extension Section 2 Transit Station Project. (Contract 1120 MOD 00284) - Additional Work, Tunnel and Station Walkway Gap Signage

Change Order Detail

See Attachment A Spot Check #2 table.

Summary #2

This change order, MOD 00284, in the amount of \$731,073, is for additional scope of work on the Purple Line Extension Section 2 (PLE2) Project to design, furnish, and install mitigation measures to notify passengers of the gap between the stationary train floor and the emergency tunnel walkway. The scope includes all management, coordination, professional services, labor, equipment, materials, and other services necessary to: (1) perform engineering analysis of horizontal gap distances across the full tunnel alignment to identify locations where the gap exceeds 10-inch and 12-inch thresholds; (2) produce design drawings, vehicle clearance analysis reports, and revised contract specifications for signage and mounting structures; (3) fabricate and install "Watch the Gap" warning signage panels at both bored tunnel segments simultaneously; (4) apply 4-inch reflective edge striping along the vertical face of the tunnel walkway edge, continuously along all walkways regardless of gap width; and (5) provide all associated survey, construction support, Design Services During Construction (DSDC), safety, and quality control services.

The scope defined in this modification was not included in the original C1120 Contract award. The work stems from a safety determination that physical notification measures are required to alert passengers to the gap condition between the train car floor and the tunnel emergency walkway at specific locations along the alignment. This effort is consistent with Metro fire/life-safety criteria and passenger-protection requirements for underground transit facilities.

Budget - This change order for MOD 00284 was negotiated to \$731,073. The Contractor's Cost and Schedule Proposal (CSP) was \$1,450,434, and the Independent Cost Estimate (ICE) was \$826,473. The ICE is \$623,961 (43.0%) under the CSP, and the agreed-upon amount is \$95,400 (11.54%) under the ICE.

The variance between the CSP and ICE is attributed to the contractor's equipment costs, which reflect the actual tunnel access logistics, including hi-rail truck coordination, crane picks at the tunnel access shaft, and simultaneous dual-tunnel execution, which the ICE modeled at lower utilization. The project staff has stated that funds for this change order are within the Life-of-Project budget.

Schedule - The CEO Delegation of Authority process was utilized for this change order. The modification was awarded on April 28, 2026, and the staff completed all signature approvals within eight workdays. Under the prior Board approval method for change orders, assuming presentation at a July Board meeting date, it would have taken a total of fifty-eight workdays to complete the transaction.

Safety - The Purple Line Extension 2 Transit Project for the C1120 contract has 6,138,874 Project hours through December 2025, with a Total Recordable Injury Rate of 2.15 (the Bureau of Labor Statistics National Average is 2.3) and a Days Away, Restricted or Transferred (DART) rate of .39 (the Bureau of Labor Statistics National Average is 1.5).

Recommendation/Lessons Learned - Earlier identification of construction task sequencing and its alignment with the project definition drawings could have resulted in cost savings.

Spot Check #3 -The Purple Line Extension Section 1 Transit Station Project

This OIG Spot Check report pertains to the Purple Line Extension Section 1 Project (Contract C1045 MOD 00290), Additional Work, Personnel Manning of the Emergency Management Panel at the Wilshire/La Brea Station

Change Order Detail

See Attachment A Spot Check #3 table.

Summary #3

Scope of Work - This change order, MOD 00290, in the amount of \$913,405, is for additional scope of work under the Purple Line Extension Section 1 (PLE1) Contractor to provide a physical presence to staff the Emergency Management Panel (EMP) at Wilshire/La Brea Station as a safety redundancy to Metro Rail Operations Control (ROC) in the event of an emergency at Western Station during the final stages of construction at PLE1.

Coverage of the EMP was structured in two phases: (1) two persons per shift, 24 hours per day, from November 3, 2025, through February 22, 2026; followed by (2) single 12-hour-per-day shifts on weekdays, with weekends remaining at 24-hour-per-day coverage, through March 13, 2026.

Budget - This change order for MOD 00290 had an agreed-upon amount of \$913,405. The initial Contractor's Cost and Schedule Proposal (CSP) was \$1,563,102, and the Independent Cost Estimate (ICE) was \$839,962. The ICE is \$723,140 (46.26%) under the CSP, and the negotiated amount is \$73,443 (8.74%) over the ICE. The project staff stated that funds for this change order are within the Life-of-Project budget.

Schedule - The CEO Delegation of Authority process was utilized for this change order. The modification was awarded on May 21, 2026, and the staff completed all signature approvals within four workdays. Under the prior Board approval method for change orders, assuming presentation at a July Board meeting date, it would have taken a total of forty workdays to complete the transaction.

Safety - The Purple Line Extension Section 1 C1045 has 11,211,308 Project hours through December 2025, with a Total Recordable Injury Rate (TRIR) of .80 (the Bureau of Labor Statistics National Average is 2.3) and a Days Away, Restricted or Transferred (DART) rate of .08 (the Bureau of Labor Statistics National Average is 1.5).

Recommendations/Lessons Learned - No recommendations by the OIG.

Spot Check #4 - The Purple Line Extension Section 3 Transit Station Project

This OIG Spot Check report pertains to the Purple Line Extension Section 3 Transit Station Project (Contract C1152 MOD 00177.1) - Speech Intelligibility Acoustical Treatment Improvements

Change Order Detail

See Attachment A Spot Check #4 table.

Summary #4

Scope of Work - This change order in the amount of \$4,057,321.88 is for MOD 00177.1. It pertains to the Purple Line Extension Section 3 Transit Station Project (C1152). This contract modification authorizes the Contractor to perform construction-only work for Speech Intelligibility acoustical treatment improvements at the Westwood/UCLA Station and the VA Station, as directed by the designer in accordance with the requirements of the Acoustical Analysis Report and Specification Section 09 51 53.

The work encompasses the supply and installation of perforated metal ceiling panels in place of non-perforated metal ceiling panels at the Westwood/UCLA Station and Westwood/VA Hospital Station and spray-on acoustical finishes (Types A, B, C, C1, and D) at multiple station levels - Platform, Concourse, and Passageway - including ancillary mechanical rooms, voided spaces, train rooms, concourse underside structures, and entrance modules, as depicted on the Issued-for-Construction (IFC) drawing set referenced in Exhibit 2 of Change Notice CN-240-DU70 (dated 09/08/2025).

Acoustical treatment types are defined as follows:

- Install perforated ceiling panels in place of non-perforated ceiling panels at the concourse and lowbay platform areas
- Type A - Spray-on acoustic finish (standard absorption)
- Type B - Spray-on acoustic finish (medium absorption)
- Type C - Spray-on acoustic finish (high absorption; applied at seven inches above walkways and ceilings)
- Type C1 - Spray-on fire-resistive acoustic finish
- Type D - Spray-on acoustic finish (specialized; applied at plenum walls/ceilings and underside of concourse structure)

Budget - This change order MOD 00177.1 had an agreed-upon amount of \$4,057,321.88. The Contractor's Cost and Schedule Proposal (CSP) was \$4,042,140, and the Independent Cost Estimate (ICE) was \$5,045,118.54. The ICE is \$1,002,978.54 (24.81%) over the CSP, and \$987,796.66 (24.35%) over the negotiated amount. The staff stated that funds for this change order are within the Life-of-Project budget.

Schedule - The CEO Delegation of Authority process was utilized for this change order. The modification was awarded on May 15, 2026, and the staff completed all signature approvals within twelve workdays. Under the prior Board approval method for change orders, assuming presentation at the July Board meeting date, it would have taken a total of forty-seven workdays to complete the transaction.

Safety - The Purple Line Extension Section 3 has 3,101,703 Project hours through December 2025, with a Total Recordable Injury Rate (TRIR) of 1.12 (the Bureau of Labor Statistics National Average is 2.3) and a Days Away, Restricted or Transferred (DART) rate of .25 (the Bureau of Labor Statistics National Average is 1.5).

Recommendations/Lessons Learned - No recommendations by the OIG.

FINANCIAL IMPACT

This report will have no financial impact on the Agency beyond what is described above.

Impact to the Budget

For all of the construction change orders reviewed, Metro stated the funds are within the approved budget and will utilize the contingency funds to cover the cost from the Life-of-Project budget.

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- Spot Check #1) \$1,727,681 Purple Line Extension Section 1 Transit Project
 - Spot Check #2) \$731,073 Purple Line Extension Section 2 Transit Project
 - Spot Check #3) \$913,405 Purple Line Extension Section 1 Transit Project
 - Spot Check #4) \$4,057,321.88 Purple Line Extension Section 3 Transit Project

EQUITY PLATFORM

In the opinion of the OIG, we considered whether these change orders presented any equity-related issues on their face. The OIG did not receive any data concerning community impacts. The OIG observed no obvious disparate impacts created by these change orders on small businesses or low-income persons or by the performance of the work in a manner that impacted a disadvantaged community beyond what is typical and usual when conducting any construction.

VEHICLE MILES TRAVELED OUTCOME

While this report does not directly encourage taking transit, sharing a ride, or using active transportation, it is a vital part of Metro Program Management, Safety in Construction, and effective financial management. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item generally supports the overall function of the agency, this item is consistent with the goals of reducing VMT.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The Office of Inspector General reviews large change orders over a calendar quarter and makes recommendations as appropriate to support Metro's Strategic Plan Goal #5: Provide responsive, accountable, and trustworthy governance within the Metro organization and CEO goals to exercise fiscal discipline to ensure financial stability. The OIG mission includes reviewing expenditures for fraud, waste, and abuse in Metro programs, operations, and resources. For each selected change order reviewed, the OIG evaluates whether there are red flags of fraud, waste, or abuse taking place. We report the details of the significant change orders and make recommendations consistent with the OIG's Construction Best Practices report dated February 29, 2016, and supplemental report in 2023, more particularly focusing on safety, lessons learned, improving efficiencies, and prudent spending.

NEXT STEPS

The Office of Inspector General reviews large change orders over a calendar quarter and makes recommendations as appropriate to support Metro's Strategic Plan Goal #5: Provide responsive, accountable, and trustworthy governance within the Metro organization and CEO goals to exercise fiscal discipline to ensure financial stability. The OIG mission includes reviewing expenditures for fraud, waste, and abuse in Metro programs, operations, and resources. For each selected change order reviewed, the OIG evaluates whether there are red flags of fraud, waste, or abuse taking place. We report the details of the significant change orders and make recommendations consistent with the OIG's Construction Best Practices report dated February 29, 2016, and supplemental report in 2023, more particularly focusing on safety, lessons learned, improving efficiencies, and prudent spending.

ATTACHMENTS

Attachment A - Change Order Details for Spot Checks in this report
Attachment B - OIG Recommendations and Responses Tracking Sheet

Prepared by: Stuart Bermudez, Construction Specialist Investigator, (213) 244-7324

Reviewed by: Karen Gorman, Inspector General, (213) 244-7337


Karen Gorman
Inspector General

Spot Check #1 – The Purple Line Extension Section 1 Transit Station Project Contract C1045

Change Order Detail

Description of Modification or Change Order – MOD 00282 Additional Work- Wayside and Operational Signage Package.	
<u>Change Order Dates:</u>	
Scope of Work approved	April 08, 2026
Awarded to the Contractor	April 09, 2026
<u>Elapsed Time for Executing Change Order:</u>	
Using new delegated process and signature approvals	2 workdays
Estimate using former Board approval process Agenda for the July Board Meeting	68 workdays
<u>Cost of Change Order:</u>	
Metro independent cost estimate (ICE)	\$1,736,459
Contractor Stated Proposal (CSP)	\$2,277,317
Negotiated amount	\$1,727,681
Percentage of negotiated amount <i>under</i> ICE	.51%
Negotiated Amount less than the Contractor's Proposal (CSP)	\$549,636

Spot Check #2 – The Purple Line Extension Section 2 Transit Station Project - Contract C1120

Change Order Detail

Description of Modification or Change Order – MOD 00284 Additional Work – Tunnel Walkway and Station Gaps and Signage.	
<u>Change Order Dates:</u>	
Scope of Work approved	April 21, 2026
Awarded to the Contractor	April 28, 2026
<u>Elapsed Time for Executing Change Order:</u>	
Using new delegated process and signature approvals	8 workdays
Estimate using former Board approval process Agenda for the July Board Meeting	58 workdays
<u>Cost of Change Order:</u>	
Metro Independent Cost Estimate (ICE)	\$826,473
Contractor Stated Proposal (CSP)	\$1,450,434
Negotiated amount	\$731,073
Percentage of negotiated amount <i>under</i> (ICE)	11.54%
Negotiated Amount less than the Contractor's Proposal (CSP)	\$719,361

Spot Check #3 – The Purple Line Extension Section 1 Transit Station Project Contract C1045

Change Order Detail

Description of Modification or Change Order – MOD 00290 Additional Work – Personnel Manning of the Emergency Management Panel (EMP) at the Wilshire/La Brea Station	
<u>Change Order Dates:</u>	
Scope of Work approved	May 20, 2026
Awarded to the Contractor	May 21, 2026
<u>Elapsed Time for Executing Change Order:</u>	
Using new delegated process and signature approvals	4 workdays
Estimate using former Board approval process Agenda for the July Board Meeting	40 workdays
<u>Cost of Change Order:</u>	
Metro Independent Cost Estimate (ICE)	\$839,962
Contractor Stated Proposal (CSP)	\$1,563,102
Negotiated Amount	\$913,405
Percentage of negotiated amount <i>over</i> (ICE)	8.74%
Negotiated Amount less than the Contractor's Proposal (CSP)	\$649,697

Spot Check #4 – The Purple Line Extension Section 3 Transit Project - Contract C1152

Change Order Detail

Description of Modification or Change Order – MOD 00177.1 Additional Work – Speech Intelligibility Acoustical Treatment Process	
<u>Change Order Dates:</u>	
Scope of Work approved	May 8, 2026
Awarded to the Contractor	May 15, 2026
<u>Elapsed Time for Executing Change Order:</u>	
Using new delegated process and signature approvals	12 workdays
Estimate using former Board approval process Agenda for the July Board Meeting	47 workdays
<u>Cost of Change Order:</u>	
Metro Independent Cost Estimate (ICE)	\$5,045,118.54
Contractor Stated Proposal (CSP)	\$4,042,140
Agreed Amount	\$4,057,321.88
Percentage of negotiated amount <i>under</i> (ICE)	19.58%
Negotiated Amount over than the Contractor's Proposal (CSP)	\$15,181.88

ATTACHMENT B (APRIL 2025)			
OIG REPORT, SPOT CHECK, # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
#1 The Rail to Rail Active Transport Corridor Project. This OIG Spot Check report concerns the Rail to Rail Active Transport Corridor Project (Contract C1166, MOD 00113) Bollard Procurement.	The OIG requested an explanation to why Metro accepted the contractor's proposal of \$831,894.21, which was 33% higher than the Independent Cost Estimate, and what caused such a significant difference between the two amounts? The OIG supports the recommendation of SSLE and Metro's ongoing efforts to incorporate safety considerations into public right-of-way management. This approach enhances accessibility and ensures that public spaces are safer and more navigable for all, including pedestrians and cyclists.	The Project Team accepted the Contractor's proposal due to several factors. To meet the substantial completion date and the scheduled opening in April, the Project incurred additional costs to expedite the procurement process. Consequently, the Contractor included an expediting fee to ensure timely delivery. Additionally, the Contractor's proposal accounted for costs not included in the Independent Cost Estimate but essential for the Project, such as storage, touch-up painting, handling/transportation, and anti-graffiti coating.	April 2025
#2 The Purple Line Extension Section 2 Transit Project. This OIG Spot Check report concerns the Purple Line Extension 2 (Contract C1120, MOD 00230.1). Additional project staffing and compliance activities for changes issued during the base design phase	<u>Question to the Purple Line Extension 2 Program Management.</u> The OIG requested an explanation of what caused the need for additional project staffing that the Contractor did not consider and plan during the bidding process. No Recommendations for this spot check on the basis of Management's response.	The project underwent significant design changes that exceeded what could have been reasonably anticipated, requiring an increase in project staffing. Examples include reorienting and expanding a station entrance by 90 degrees, a major redesign of the storm drainage system, the impact of a global pandemic, and a change to the final tunnel lining material.	April 2025
#3 The Purple Line Extension Section 1 Transit Project. This OIG Spot Check report concerns the Purple Line Extension Section 1 Transit Project (Contract C1045, MOD 00235) The Wilshire/La Cienega Plaza Station Standby Generator, Design and Construction.	OIG Recommendations/Lessons Learned – The OIG recommends incorporating larger equipment specifications early in the procurement process, which enables more accurate budgeting and planning. This proactive approach helps establish a consistent set price and reduces the likelihood of unforeseen expenses.	Program Management conducts a market and technology assessment during the design phase to identify emerging equipment options and incorporate anticipated upgrades into specifications early in the procurement process. This proactive approach enables more accurate budgeting, establishes a firm baseline price, and reduces the likelihood of unforeseen expenses. The original specified lower-tier equipment stated in this modification was credited to the contract and never delivered. The upgraded equipment, which was not commercially available during the design phase, was procured in its place and provides greater sustainability and adaptability to future system requirements, representing improved long-term value.	July 2026

Attachment B - OIG Spot Check Tracking Log: Fiscal Year Recommendations and Responses Pending Resolution

#4 The I-5 North Country Enhancement Project. This OIG Spot Check report concerns the I-5 North County Enhancement Project (Contract C70396C1205, MOD 00050) Differing Site Conditions.	OIG Recommendations/Lessons Learned – The project management software “Headlight,” which is being used on this project to review the daily reports for the period of the modification, revealed a possible lack of sufficient oversight with documentation and technical input from the Project team and Resident Engineer. There was no record of the modification on Metro’s Project Management Information System (PMIS) from the Project team for 19 months. This change order might have been identified a year ago if the project had been more proactive with its modification input on PMIS. This delay of documentation can have an effect budget management and reserve funds status. Recommendation 1: The OIG recommends that the Project team review the Capital Project requirements referred to in the Configuration Management Policies and Procedures in CF01-CF04, CF07, and CF10. Metro’s Program Management Information System (PMIS) must be the primary source for document control. Metro’s project control procedures require that all modifications be fully documented and supported by technical justification and require the active involvement of the Project team and the Resident Engineer in assessing and recording site conditions and proposed changes. Recommendation 2: For best practices of project controls and fostering transparency, modifications should be entered in a timely manner. The validity of the submitted information is uncertain, and I recommend that the Project team audit the supporting documents for the modification. The documentation input on (PIMS) submitted by the Project team does not align with the dates of the contractor’s or inspectors’ reporting in the “Headlight,” indicating a possible communication disparity between the use of both programs. Recommendation 3: The OIG recommends considering negotiating and closing out Contractor claims through early intervention. This theory proactively addresses claims, and helps prevent cost overruns, foster transparency and cooperation between the Contractor	The Project team performed a comprehensive reconciliation of the modification record against the contractor's and inspectors' daily reports in Headlight to ensure the PMIS entry accurately reflects the field record. In addition, the Project team conducted a full review of all open and pending modifications on the contract to confirm that no other items remain unrecorded in PMIS. The project fully aligned with Metro's document control and project management requirements, and we welcome any follow-up review the OIG deems appropriate. Response to Recommendation 1: Project Management concurs. The Project team, including the Resident Engineer, has completed a review of the Capital Project requirements set forth in Configuration Management Policies and Procedures CF01–CF04, CF07, and CF10. The subject modification has been fully entered into the Program Management Information System (PMIS), including the complete record of supporting documentation and technical justification. The Project team reaffirms that PMIS is the primary system of record for document control, all site conditions, proposed changes, and technical assessments are recorded in PMIS concurrently with their occurrence. Refresher training on CF-series configuration management procedures were reiterated with project staff. Response to Recommendation 2: Project Management concurs. The Project team has completed an audit of the supporting documentation for this modification and reconciled the PMIS entries against the contractor's and inspectors' daily reports maintained in Headlight. The date discrepancies identified by the OIG have been reviewed, corrected where appropriate, and annotated in the modification file. To prevent recurrence, the Project team has instituted a monthly reconciliation protocol between PMIS and Headlight, with the Resident Engineer responsible for verifying that modification entries, daily reports, and inspection records are consistent across both platforms. Modifications have been entered into PMIS within the timeframes prescribed by Metro's project control procedures, and pending modifications will be reviewed at the project's monthly cost and schedule meetings to ensure timely input and accurate reporting against budget and reserve fund status.	July 2026
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Attachment B - OIG Spot Check Tracking Log: Fiscal Year Recommendations and Responses Pending Resolution

	and Project management, and reduces schedule delays, and financial uncertainty; even though some believe it may introduce conflict that could strain the working relationship during the project, the benefits of early engagement often outweigh the risk.	Response to Recommendation 3: Project Management concurs. The Project team has adopted an early intervention approach to contractor claims and potential change notices. Open and emerging issues are being reviewed at regularly scheduled meetings with the Contractor, with the objective of evaluating merit, negotiating resolution, and closing out claims at the earliest practicable stage. The Project team recognizes that proactive engagement reduces cost overruns, schedule delays, and financial uncertainty, and promotes transparency and cooperation between the Contractor and Project Management. The team will monitor the effectiveness of this approach and maintain documentation of claim resolution timelines in PMIS for future audit and lessons-learned purposes.	
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ATTACHMENT B (FEBRUARY 2025)			
OIG REPORT, SPOT CHECK, # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
#1 Airport Metro Connector (AMC) Project. This OIG Spot Check report concerns the Airport Metro Connector (Contract C1197, MOD 00045) LRT Excessive Deflection.	The OIG requested a response from the Project Management team to a series of questions to justify Metro's reasoning for approving the cost. To streamline future adjustments, it is recommended to implement engineering controls and monitoring systems to detect anomalies early in the project lifecycle. Additionally, Metro's quality assurance protocols could benefit from enhancements that balance safety, quality, time, and budget considerations. For instance, ensuring adequate time for structural completion before commencing finishing works could prevent similar change orders in the future.	Response and justification from Management: a) The variation between the ROM, ICE, and final Change Amount resulted from additional RFI details and evolving market and project conditions that increased costs. After contractor negotiations, the increase was deemed justifiable. A cost-benefit analysis weighed deflection corrections against schedule impacts, leading to the most efficient solution. Two in-person negotiation rounds ensured the contractor's proposal was accurate and aligned with field performance. b) Recovery costs were deemed unfeasible for AMC due to complex project conditions, including delegated designs, challenging field scenarios, tight	Projected revenue service date (RSD) June 2025

Attachment B - OIG Spot Check Tracking Log: Fiscal Year Recommendations and Responses Pending Resolution

		schedules, logistical constraints, and structural steel integration. Lacking evidence of significant design or workmanship issues by the Engineer of Record (EOR) or Contractor, no basis exists to invoke warranties or pursue recovery.	
#2 WS Purple Line Ext. 2 Project. This OIG Spot Check report concerns the WS Purple Line Extension 2 (Contract C1120, MOD 00227) Storm Drain /Unforeseen Conditions.	I have requested a response from the Project Management team to a series of questions to justify Metro's reasoning. The prime contractor and infrastructure designer did not account for the sewer lateral in their plans because there was no indication in reference documents provided by the Los Angeles Bureau of Engineering (LABOE). The contractor utilized utility location methods (i.e., potholing and GPR) which were unsuccessful. I reviewed the contractor processes and as-build utility records with the Los Angeles Bureau of Engineering (LABOE), which revealed no records of the private sewer lateral and supports the justification of the change order.	The cost for the modification encompassed temporary remediation and repair of the sewer lateral, which was an unforeseen condition not reflected in the city-provided as-built drawings. These unexpected circumstances necessitated immediate corrective action to maintain project continuity and further impact residents. The OIG accepts Management's justification of the modification.	Projected revenue service date (RSD) August 2026
#4 Airport Metro Connector (AMC) Project. This OIG Spot Check report concerns the Airport Metro Connector 96 th St Transit Station (Contract C1197, MOD 00049) Improvements of the north-end perimeter site fencing .	The OIG requested Management's justification to the modification and reasoning that necessitated the improvements to north-end perimeter site fencing.	The change includes costs associated with the design, materials, and construction that were necessitated by the increased number of bus chargers and modifications implemented by the LADWP.	Projected Revenue Service Date (RSD) June 2025

ATTACHMENT B (JANUARY 2024)			
OIG REPORT, SPOT CHECK, # MOD #	RECOMMENDATIONS	MANAGEMENT'S RESPONSES	COMPLETION DATE
#1 Division 20 Portal Widening Turnback Project. This OIG Spot Check report concerns the Division 20 Portal Widening Turnback Project (Contract C1136, MOD 0109) Lighting Various Civil and Electrical Changes.	The OIG recommends continuing forward with cost recovery from the Designer of Record.	Management concurs with the OIG recommendation and intends to pursue cost recovery for errors and omissions (E&O) from the Design Firm of Record.	
#2 Airport Metro Connector (AMC) Project. This OIG Spot Check report concerns the Airport Metro Connector (Contract C1197, MOD 00027) Low Voltage Cabling.	The OIG recommends that the project office contacts the Airport monorail construction support team and recommend they install the Low Smoke Zero Halogen (LSZH) type fiber optic cable also.	The Project will coordinate with LAWA to install Corning's NFPA 130 compliant optical cable type which also meets Low Smoke Zero Halogen (LSZH) classification to be consistent with the optical cables on AMC project.	Projected Revenue Service Date (RSD) April 2025

Attachment B - OIG Spot Check Tracking Log: Fiscal Year Recommendations and Responses Pending Resolution

#3 The Purple Line Extension Section 1 Transit Project. This OIG Spot Check report concerns the Purple Line Extension Section 1 Transit Project (Contract C1045, CO 0045) SCE and LAWDP Change to Electrical Rooms and Equipment, Construction and Design with minor changes.	The OIG recommends staff work closely with SCE and LADWP to confirm their approvals for the requested work and to update any MRDC standard or specification to ensure that Metro corrects any out of date standards in relations to SCE or LADWP. It is recommended that Management discuss with the Diversity and Economic Development Department if the standard change order language might be revised to indicate a particular SBE/DBE goal for the change order “unless the contractor has already met the SBE/DBE goal for the contract as a whole”.	#3 (Top Half): The Project will continue to work closely with DWP/SCE. Metro engineering (Gateway) can look into updating the MRDC with some of the more significant changes that DWP/SCE requested but It should be noted that many of the changes that LADWP and SCE request are not in the ESR Manual or any other type of standard but came about due to safety concerns as they progressed through the work in the field. #3 (Bottom Half): The Project Manager and DEOD clarified the Contract requirements for achieving the DBE goal for Changed Work in the above attached letter.	Projected Revenue Service Date (RSD) September 2025
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Board Report

File #: 2026-0341, **File Type:** Informational Report

Agenda Number: 22.

CONSTRUCTION COMMITTEE JULY 15, 2026

SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the status update on the Project Labor Agreement and Construction Careers Policy (PLA/CCP) programs through the quarter ending March 2026, including updates on tasks related to Motion 13.1 and PLA/CCP outreach activities through May 2026.

ISSUE

This report provides a quarterly update on the PLA/CCP workforce and female attainments for the quarter ending with March 2026, as well as the PLA/CCP outreach activities and initiatives through May 2026. This update also addresses the progress made on the recommendations outlined in Motions 13.1 (Attachment A) and 33.1 (Attachment B).

BACKGROUND

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

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

At its March 2025 meeting, the Board approved Motion 13.1. Additionally, as a component of the approved Motion, an amendment by Director Dupont-Walker requested a report back on the status of efforts to address cultural competency requirements for historically underutilized populations, including other cultural sensitivities and disparities.

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

DISCUSSION

This report provides a status update on the construction contracts the PLA/CCP covers, including an overview of the Diversity and Economic Opportunity Department (DEOD) efforts to increase female participation. It also provides an update on the PLA/CCP through the quarter ending March 2026 (Attachment C). Consistent with the Board-approved PLA/CCP, prime contractors must provide Metro with monthly reports detailing their progress toward meeting the targeted worker hiring goals. Additionally, consistent with Metro's Labor Compliance Policy, prime contractors provide Metro with worker utilization data.

Metro's PLA/CCP provides training and employment opportunities within the construction industry to individuals residing in economically disadvantaged areas and to disadvantaged workers. Since Metro's PLA/CCP inception in 2012 and up to the March 2026 reporting period, over \$713 million in wages have been paid to individuals residing in economically disadvantaged areas, an increase of 2.34% from last quarter's reporting, and over \$138 million in wages have been paid to disadvantaged workers, an increase of 3.06% from last quarter's reporting. Overall wages expended for PLA workers on all active projects exceeded \$25 million through the January-March 2026 quarter.

A. PLA/CCP Status Update

As of the March 2026 reporting period, a total of 29 contracts require compliance with PLA/CCP requirements, listed in Attachment D. Among these, 20 are currently active construction projects. Out of these 20 projects, two contracts are subject to the National Targeted Worker Requirements, which focus on workers from economically disadvantaged areas in the United States; 18 contracts are subject to the Local Hire Initiative, which aims to hire workers from economically disadvantaged areas of Los Angeles County. The remaining nine projects have not yet begun the construction phase.

Projects Subject to National Targeted Worker Requirement (from economically disadvantaged areas of the U.S.)

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

Overall (aggregate), PLA/CCP program-wide attainment of the three workforce goals has been met and exceeded due to a collaborative effort between Metro, the Building Trade Unions, and contractors. Since the program inception in 2012, 43 completed construction contracts have been

subject to the PLA/CCP requirements.

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

Of the contractors that are subject to the Local Hire Initiative requirement, 15 contractors exceeded the 40% Targeted Worker Goal (from economically disadvantaged areas); nine contractors exceeded the 20% Apprentice Worker Goal (individuals starting a career in construction); and 14 contractors exceeded the 10% Disadvantaged Worker Goal.

B. Female Workers on Active Construction Projects

Consistent with Motion 33.1, Metro has increased visibility of female participation on active construction contracts via regular reporting. The scorecard as of March 2026 can be seen in Attachment E.

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

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

Female participation on Metro construction projects is currently 3.69% of total work hours, a slight decrease from 3.72% last quarter. Despite this decline, Metro’s participation rate remains higher than that of other Southern California public works projects, where female participation is typically below 2.0%.

Changes in participation levels are influenced by several factors, including the completion of major projects, such as the Regional Connector and the Airport Metro Connector, as well as evolving federal policies. As new projects move forward, including the East San Fernando Valley Light Rail Construction, Link Union Station, Zero Emission Bus Charging Infrastructure Div 18, NoHo to Pasadena Bus Rapid Transit, Vermont Bus Rapid Transit, and others, PLA/CCP staff continue to promote female participation through proactive outreach, contractor engagement, and targeted recruitment efforts. These efforts include expanded Metro-sponsored advertising for the Women Breaking Ground initiative on Metro buses and rail cars.

Nationally, women represent approximately 4.0% of the construction building trades workforce. Metro historically referenced a 6.9% benchmark based on prior federal guidance and continues to track participation using updated labor market data and program performance trends. As staff continue to learn information on nationwide best practices, these practices are then shared with jobs coordinators and labor unions to support the recruitment and retention of women in the trades, which remains a regional challenge. These initiatives are implemented through programs such as Multi-Craft Core Curriculum (MC3) and the LA County Justice, Care, and Opportunities Department

(JCOD). A chart showing female participation percentages in Metro's PLA/CCP construction projects over the last six years can be seen in Attachment E.

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

C. Ongoing Strategies

Women Breaking Ground Website <<https://womenbreakground.com>>

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

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

Through March 2026, over 1,500 individuals have been triaged and given information and resources on starting a career in construction. Of those individuals, 407 individuals were referred to a pre-apprenticeship training program sponsored by the LA/OCBCTC Apprentice Readiness Fund (ARF), an increase of four from the previous reporting period. To date, 38 individuals have enrolled in the pre-apprenticeship training, 37 have graduated, and six have been placed into Union Apprenticeship jobs. To better understand why 354 of the 407 referred individuals did not enroll in the Apprentice Readiness program, staff developed and coordinated outreach and survey strategy in partnership with the LA/OCBCTC.

Out of 364 individuals who were sent the survey, 41 responded. Overall, the responses indicate that lack of interest in the apprenticeship program is not the primary reason individuals chose not to enroll. A majority of respondents reported that the training schedule (85.4%), training locations (92.7%), and curriculum (80.5%) either met or somewhat met their expectations. Respondents most frequently identified work schedule conflicts (43.9%), transportation (24.4%), childcare (21.9%), housing (7.3%), and other individual circumstances (31.7%) as factors that influenced their decision not to enroll. Several participants also indicated that receiving additional information regarding program expectations and curriculum before enrollment would be beneficial.

These findings are informing the collaboration with regional workforce partners through the Regional Roundtables, subcommittees, and other stakeholder engagement efforts to identify practical strategies that strengthen recruitment, communication, and participation in apprenticeship readiness programs.

Listed below are additional ongoing strategies being implemented by Metro to increase the overall

workforce capacity, with a specific focus on increasing female participation on Metro's construction projects.

1. Female Participation Score Card - Staff continue to grade each contractor's performance quarterly by using a score card that reflects percentages of worked hours performed by females hired by Metro's contractors to encourage meeting the 6.9% goal.
2. Jobs Coordinator Meetings - Staff conduct quarterly meetings with jobs coordinators to discuss best practices and identify outreach and recruitment opportunities.
3. Transition Coordination - Staff work with the unions and jobs coordinators to refer female workers who have completed their previous work assignments to other active Metro construction projects.
4. Women in the Trades Resource Guide (Attachment F) - Staff developed a comprehensive guide to recruit, employ, and retain women in construction careers, to assist prime contractors in recruiting female workers.
5. Collaboration with Unions - Staff established a collaboration with the Laborers Union and Southwest Regional Council of Carpenters to directly refer female workers to the apprenticeship programs. Upon completion, participants are referred to Metro's contractors for employment opportunities.
6. Outreach - Staff continue to reach out to community-based organizations, pre-apprenticeship schools, and building trades to promote career opportunities and to increase female recruitment in the construction industry (Attachment G).
7. Continue to collaborate with Women in Non-Traditional Employment Roles (WINTER) to help empower, train, educate, and prepare women for transformative careers in the construction industry. In addition, Metro provides continuous employment referrals to female graduates of WINTER on Metro project sites.
8. Continue to cooperate with the LA County Department of Economic Opportunity (DEO), LA County Department of Public Works, City of Los Angeles Economic Workforce Development Department (EWDD), and school districts throughout the LA region in efforts to recruit individuals interested in starting a career in construction and establishing an ongoing referral system of individuals to pre-apprenticeship programs available through the LA County DEO network of services.
 - Continue to partner with the Los Angeles County Department of Public Works (LACDPW) to participate in Women in Trades Advisory Council (WITAC) meetings, which focus on female participation language in LACDPW, Community Workforce

Agreement (CWA). Construction and regional stakeholders, including the LA/OCBCTC, the Apprentice Readiness Fund (ARF), International Brotherhood of Electrical Workers (IBEW) Local 11, are also regular attendees of WITAC meetings. This collaboration helps PLA/CCP identify challenges and learn best practices to improve tradeswomen's participation across Metro projects.

- PLA/CCP staff attended the WITAC meeting on February 11, 2026, where update was provided on Metro's Regional Roundtable initiative and the ongoing work of the subcommittees. WITAC members were also encouraged to participate in the Roundtable and its subcommittees and as a continued regional collaboration to advance workforce inclusion and female participation in the construction trades.

9. Continue partnership with the Los Angeles/Orange County Building and Construction Trades Council and its Executive Secretary focused on increasing the workforce in the construction industry, including prioritizing and dispatching female workers on Metro construction projects.

Continue Metro support to facilitate WINTER, and the LA County Justice, Care, and Opportunities Department (JCOD) collaboration to launch its first all-female Pre-Apprentice Construction Readiness training cohort. To allow time for the remodeling of the dormitories, the training start date was rescheduled to June 2026. To date, 20 potential trainees have attended the orientation session and expressed interest in participating in the program.

The existing Memorandum of Understanding (MOU) between Metro and JCOD was scheduled to expire on June 30, 2026. To maintain recruitment efforts and ensure uninterrupted program implementation, JCOD and Metro extended the agreement through June 30, 2027.

Outreach to High Schools and Youth

Metro DEOD staff remain committed to partnering with industry leaders to strengthen apprenticeship programs and build a skilled workforce capable of supporting current and future infrastructure projects. Through targeted outreach and workforce development initiatives, the team works to educate and inspire high school and community college students about rewarding careers in the construction trades, helping to develop the next generation of skilled workers.

From January through May 2026, staff conducted extensive outreach throughout Los Angeles County, engaging high schools, youth-serving organizations, and community career fairs to promote career opportunities in the construction industry. Key outreach efforts included presentations and participation at Cal High School, La Serna High School, LA SEED School, Sierra Vista High School, YouthBuild, the Los Angeles Conservation Corps, EXP (The Opportunity Engine), the Women in STEM Career Fair, the BUILD GREEN Job Fair, and Metro's Girls Empowerment Summit. Staff also supported project-specific and industry-focused workforce events, including the San Fernando Transit Constructors (SFTC) and Councilwoman Monica Rodriguez's Valley Construction Hiring Event, held in support of Metro's East San Fernando Valley Light Rail Transit Project, as well as the U.S. VETS HIRE360 Diversity Hiring Expo. In addition, staff hosted an exhibit table at the Construction Management Association of America (CMAA) Small Business Opportunities Event in

support of Metro's Project Management Operations (PMO) team.

To further expand youth engagement, staff convened a partnership meeting with YouthBuild and the Los Angeles Conservation Corps, resulting in a coordinated plan to host a series of Youth Construction Career Day field trips at Metro's new Talent Hub. These events were designed to introduce students to career pathways within the construction industry and connect them with workforce development resources.

The first field trip, held on October 23, 2025, engaged more than 50 students. Representatives from several Metro departments and programs-including DEOD, PMO, the Transportation Career Advancement Program (TCAP), the Metro Internship Program (MIP), and the Entry Level Trainee Program (ELTP)-provided presentations on career pathways, apprenticeship opportunities, and long-term economic mobility within the construction industry.

The second field trip, held on March 12, 2026, in recognition of Women's History Month, welcomed more than 60 female students. Participants heard from a female construction professional with over 15 years of industry experience, as well as representatives from the LA/OC Building and Construction Trades Council Apprenticeship Readiness Fund (ARF), who highlighted access to free pre-apprenticeship training programs. Representatives from Modern Times, Inc., a Metro-approved Jobs Coordinator, also shared information on pathways to employment opportunities on Metro construction projects.

The final Youth Construction Career Day, held on May 28, 2026, marked a successful culmination of Metro's partnership with YouthBuild and the Conservation Corps. Hosted at Metro's Talent Hub, the construction-focused Career Fair brought together 40 recently graduated, job-ready participants and created meaningful, direct connections with industry employers. The event featured 15 contractors and union representatives, seven Jobs Coordinator firms, and two Multi-Craft Core Curriculum (MC3) Apprenticeship Readiness organizations. On-site resume review services and structured networking opportunities ensured participants were well-prepared to engage with hiring representatives.

The Career Fair was a strong success, producing immediate outcomes. One participant received a job offer on the spot and is scheduled to begin work the following week. Several additional participants completed interviews during the event and have follow-up interviews scheduled for next week. The level of employer engagement and immediate hiring activity demonstrates the effectiveness of pairing workforce preparation with direct industry access. This event not only strengthened the construction workforce pipeline but also reinforced Metro's commitment to creating tangible, career-connected opportunities for young adults entering the trades.

Metro will continue collaborating with the LA/OCBCTC and its affiliated unions to support ongoing recruitment efforts and expand pathways into the construction trades.

D. Status Update to Board Motion 13.1

PLA/CCP staff have been actively engaged in implementing, developing, researching, and meetings to advance the following initiatives and recommendations:

1. Expand Cultural Competency Plan requirements to integrate Community Benefits and Workforce Equity Components into Request for Proposal (RFP) procurements

- Through collaboration among PLA/CCP, County Counsel, Vendor/Contract Management, the Project Management Office, and the Office of Equity and Race, new Community Benefits and Workforce Development language was developed to strengthen accountability, inclusivity, and workforce equity. The updated requirements promote safe and inclusive workplaces through zero-tolerance harassment policies, effective reporting procedures, and meaningful employee engagement.

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

In 2025, two Regional Roundtables were convened on June 24, 2025, and December 12, 2025. The third Regional Roundtable took place on April 27, 2026, and was hosted by the Los Angeles County DEO and were co-chaired by the Los Angeles County Department of Economic Opportunity (DEO) and Los Angeles World Airports (LAWA) to advance regional coordination on female inclusion in the construction industry.

Roundtable participants included regular partners from the LA DPW, LAUSD, LAWA, IBEW Local 11, and the Apprenticeship Readiness Fund (ARF). Additional stakeholders in attendance were the Los Angeles City Mayor's Office, the City of Long Beach, and other members of Los Angeles Unified School District. During the session, subcommittee leads reported on actions undertaken between January and April 2026 and outlined defined next steps prior to the July 24, 2026, meeting to be hosted by Los Angeles World Airports.

The Jobsite Culture Subcommittee reported progress in identifying gaps in standardized anti-harassment and jobsite culture language across awarding agencies. Between January and April 2026, the group reviewed existing contract provisions, examined scalable training models, and began outlining coordinated jobsite culture expectations that can be embedded into procurement and project delivery frameworks. Next steps include advancing alignment among agencies on enforceable language, expanding mentorship and support mechanisms for tradeswomen, and developing recommended training modules to improve jobsite culture across the region.

The Childcare and Supportive Services Subcommittee focused its quarterly efforts on mapping available regional childcare and supportive service resources, identifying funding opportunities, and advancing cross-sector partnerships with workforce agencies, unions, and community-based organizations. The subcommittee emphasized long-term sustainability by exploring diversified funding strategies and regional advocacy efforts to reduce structural barriers to retention. Upcoming actions include expanding the Women in Construction Resource Guide, formalizing partnership commitments, and identifying pilot opportunities to test supportive service models.

The Female Utilization Subcommittee advanced development of a cross-agency Memorandum of Understanding aimed at institutionalizing shared systems and practices to increase female recruitment and retention. During the first quarter of 2026, the subcommittee analyzed

procurement approaches, identified data gaps affecting accountability, and began outlining strategies to standardize workforce participation expectations across agencies. Near-term priorities include strengthening data collection and reporting alignment, coordinating outreach and pipeline strategies, and formalizing mentorship and advancement pathways.

Collectively, the subcommittee reports reflect a shift from discussion to structured implementation, with measurable quarterly actions underway and defined next steps to advance recruitment, retention, and workforce equity objectives across the region.

3. Conduct a Women in the Trades Regional Summit

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

4. Establish a Female Advisory Group

On May 20, 2026, PLA/CCP staff convened the inaugural Female Advisory Group planning meeting, bringing together representatives from WINTER, Los Angeles World Airports (LAWA), IBEW Local 11, Skanska, and Metro's Diversity and Economic Opportunity Department (DEOD). The meeting launched planning efforts for the Women in the Trades Regional Summit and provided an opportunity to gather advisor input on program design, agenda development, stakeholder engagement, and potential speakers. Advisory members emphasized the importance of coupling mentorship opportunities with direct pathways to employment and workforce advancement. Participants also highlighted the need for a coordinated regional approach to addressing systemic barriers that continue to limit women's participation and retention in the construction trades.

As planning for the Summit progresses, the Female Advisory Group will serve as both a strategic advisory body and an action-oriented forum. Discussions focused on identifying and sharing best practices from contractors that have successfully met female workforce participation goals, examining challenges faced by organizations that have not achieved those outcomes, and developing opportunities for women to connect directly with contractors, labor unions, workforce development partners, and Multi-Craft Core Curriculum (MC3) apprenticeship readiness programs.

Staff will continue working closely with advisory group members to refine these strategies and ensure that Summit objectives align with the goals of Motion 13.1 while advancing measurable workforce development outcomes for women pursuing careers in the trades.

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

The "Built by HER!" campaign launched in July 2025, targeting young women between the ages

of 18 to 24, introducing a pipeline to construction careers by way of sourcing future construction workers to the Women Breaking Ground website. Posters have been produced in both English and Spanish and are being distributed to High Schools and Youth Career and Employment programs throughout the Region. Guests at Metro's Gateway Headquarters building are able to see the Built by HER! advertisement on the Video Wall that is located on the 3rd level of Metro's Gateway building outside of the boardroom, as well as the ViewSonic Kiosks on the same floor. The advertisement video began streaming in March 2026 in honor of Women's History Month, through May 2026.

A schedule for additional Metro sponsored advertisement for the Women Breaking Ground website for the remainder of 2026 is as follows:

- Bus Car King: March 2026 - May 2026.
- Rail King: March 2026 - May 2026.
- Bus Car Cards April 13, 2026 - July 11, 2026.
- Rail Car Cards: August 17, 2026 - November 21, 2026.

6. Race and Ethnicity Workforce Participation Analysis

As directed by Motion 13.1 and the amendment introduced by Director Dupont-Walker, Metro expanded its workforce disparity analysis to examine participation trends among historically underutilized populations beyond gender. Estolano Advisors prepared a Race and Ethnicity Addendum to the Construction Workforce Disparity Study (Study Addendum) analyzing LCP tracker public works payroll data from 2019 through 2023 and apprenticeship cohort data from 2008 through 2024 to evaluate workforce participation, trade-level distribution, and advancement outcomes across the Greater Los Angeles region. The Study Addendum, including the Race & Ethnicity Addendum #2 - Workforce Data Summary (Attachment H), was provided to PLA/CCP in February 2026. The full Study Addendum may be accessed [here](https://www.dropbox.com/scl/fi/dw24ja8vpyp38tqew8c18/Workforce-Disparity-Study-Addendum-) <https://www.dropbox.com/scl/fi/dw24ja8vpyp38tqew8c18/Workforce-Disparity-Study-Addendum->

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 PLA/CCP continue to create employment opportunities for marginalized community members in the construction industry for workers with historical barriers to employment.

Hundreds of disadvantaged workers, as defined in Section 1.8 of the PLA and Section 3.9 of the CCP, have benefited from obtaining a meaningful career through Metro's PLA/CCP program, which has resulted in over \$138 million in wages paid to disadvantaged workers from inception through March 2026. For the January-March 2026 reporting period, \$4.1 million was paid to Disadvantaged

Workers.

Metro supports efforts to remove barriers and expand awareness of construction career opportunities for women by encouraging contractors to hire and sponsor females into the construction trades and by working with Metro's Women and Girls Governing Council to continuously uplift women into the construction industry.

These strategies have contributed to an average female participation rate in Metro construction projects (3.69%), which is higher than historical participation rates in other non-Metro public works construction projects in the region (less than 2%) and falls slightly short of the national average for women in construction (4%). Additionally, staff monitor each project's female attainment monthly and assist contractors in continually increasing female participation. Furthermore, the response to Motion 13.1 will help staff introduce collaborative mechanisms to increase female participation and identify additional cultural sensitivities and disparities for historically underserved populations as they seek employment in the trades. Expanding upon this response will assist staff in eliminating barriers for employment from these populations.

VEHICLE MILES TRAVELED OUTCOME

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

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

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

NEXT STEPS

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

ATTACHMENTS

- Attachment A - Motion 13.1
- Attachment B - Motion 33.1
- Attachment C - PLA/CCP Quarterly Brochure March 2026
- Attachment D - PLA/CCP Contract List and Worker Data
- Attachment E - Female Scorecard and Percentage Chart

Attachment F - Women in the Trades Resource Guide

Attachment G - Metro DEOD PLA/CCP Outreach Activities

Attachment H - Study Race & Ethnicity Addendum - Workforce Data Summary

Prepared by:

Maia Siprashvili, Director, Diversity and Economic Opportunity Department, (213) 922-2652

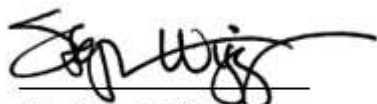
Wendy White, Deputy Executive Officer, Diversity and Economic Opportunity Department, (213) 922-2648

Tashai R. Smith, Executive Officer, Diversity and Economic Opportunity Department, (213) 922-2128

Elke Campbell, Senior Executive Officer, Diversity and Economic Opportunity Department, (213) 418-3081

Reviewed by:

Sharon Gookin, Deputy Chief Executive Officer (213) 418-3101



Stephanie Wiggins
Chief Executive Officer



Metro

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

Board Report

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

Agenda Number: 13.1

REVISED
REGULAR BOARD MEETING
MARCH 27, 2025

Motion by:

DIRECTORS HORVATH, HAHN, DUTRA, SOLIS AND YAROSLAVSKY

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

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

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

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

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

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

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

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

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

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

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

resources to their workforce, among other criteria.

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

RECOMMENDATION

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

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

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

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

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



Board Report

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

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

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

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

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

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

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

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

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

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

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

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

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

PLA/CCP



Metro's Project Labor Agreement and Construction Careers Policy

March 2026



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, along with the Construction Careers Policy (CCP). The PLA is designed to expand construction employment and training opportunities in economically disadvantaged areas across the United States on federally assisted projects. It also ensures labor stability by prohibiting work stoppages.

The PLA goals are:

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

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

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

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

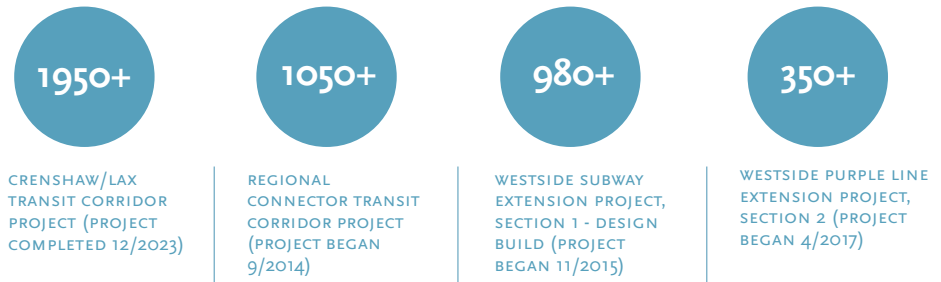
Figures at a Glance

PLA CONTRACTS – INCEPTION TO DATE

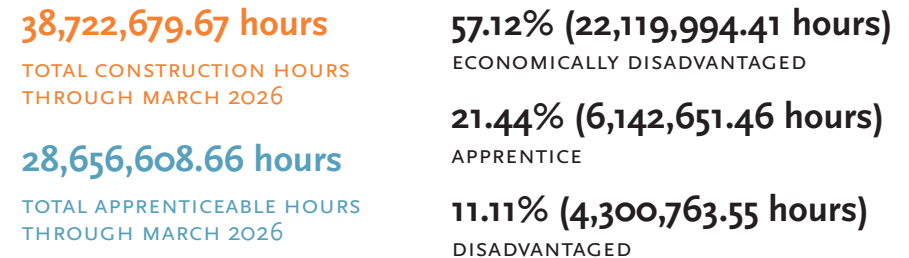


*Nine projects have been awarded but not yet started.

APPRENTICE WORKERS



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



Fast Facts on Metro's Project Labor Agreement

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



Female Participation in Construction

Through its Project Labor Agreement and Construction Careers Policy, Metro is striving to diversify the workforce on construction projects to improve access to career opportunities and serve as a catalyst for improving socio-economic status for minorities and women. Although the national average for women in the construction trades is below 3%, Metro's goal is to exceed a female participation goal of 6.9%. Metro's current female participation average is 3.69%.

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, stakeholders 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 stakeholders, 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

MARCH 2026

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

ACTIVE PROJECTS	PRIME CONTRACTOR	GRADE	%
Div. 8 & Central Maintenance Facility (CMF) Bus Hoist Replacement	Southwest Lift Inc.	A	15.49%
Bus Divisions and Facilities Fire Alarm Replacements	Global Electric	A	11.23%
Rail Operations Control (ROC) Chillers	Interior Plus	A	9.28%
Crenshaw/LAX K-Line Paving and Improvement Project	Griffith Company	B	6.51%
Division 20 Portal Widening Turnback	Tutor Perini Corp	B	6.01%
Fire Alarm Systems Replacement (5 Stations + Div. 20)	Cosco Fire	B	5.68%
Purple Line Extension, Section 3-Tunnel Project D/B	Frontier Kemper/Tutor Pernin, JV	B	5.05%
PS896166000 ESFV Progressive Design Build Phase 2	SFTC	C	4.55%
WPLE Section 3 Project VA Parking Structure	Swinerton Builders	C	4.39%
Crenshaw/LAX Construction Punch-out List	Griffith Company	C	4.32%
Westside Subway Extension Project, Section 1 – Design Build	Skanska, Traylor, Shea, JV	C	4.16%
PS84667000 I-105 Expressway (CMGC)	Flatiron Myers JV	C	3.83%
Division 20 TPSS (PWT 2)	C3M Powersystems	C	3.72%
PS85661000 G Line BRT Improvement	Valley Transit Partners	C	3.37%
Purple Line Section 3 - Stations Project D/B	Tutor Perini/ O&G, JV	D	2.83%
Regional Connector Safety, Security, and Architectural Enhancements	Cyrcon Builders	D	2.43%
Westside Purple Line Extension Project, Section 2 – Design Build	Tutor Perini/ O&G, JV	D	2.25%
Division 9 Charging Infrastructure	Icon West, Inc	F	1.59%
I-605 South Street Off Ramp Improvements	Powell Constructors, Inc	F	1.49%
Chatsworth ADA Improvements	Axiom Group	F	0.14%

■ A	6.9% and above	■ B	4.6% to 6.89%	■ C	3.1% to 4.59%
■ D	1.6% to 3.09%	■ F	0% to 1.59%		

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

Current PLA/CCP Project Attainments

TARGETED WORKER ACTIVITY BY ACTIVE PROJECT (CUMULATIVE)	% PROJECT COMPLETE	GOAL 40% ECON DISADV	GOAL 20% APPRENTICE	GOAL 10% DISADV	% OF DISADV WORKERS IN THE CRIMINAL JUSTICE SYSTEM CATEGORY
Westside Subway Extension Project, Section 1 – D/B	99.49%	64.19%	20.20%	11.67%	86.00%
Westside Purple Line Extension Project, Section 2 – D/B	92.90%	45.10%	20.15%	10.07%	53.14%
Purple Line Extension, Section 3 – Tunnel Project D/B	99.97%	42.45%	20.23%	11.49%	47.34%
Purple Line Extension, Section 3 – Stations Project D/B	75.39%	64.87%	20.15%	10.12%	58.23%
Purple Line Extension, Section 3 – Project VA Parking Structure	61.47%	45.24%	25.41%	9.40%	0.00%
Division 20 Portal Widening Turnback	90.95%	48.18%	20.20%	12.55%	37.93%
Division 20 TPSS (PWT 2)	89.85%	44.57%	32.20%	22.45%	75.06%
Crenshaw/LAX Construction Punch Out Work	99.06%	43.85%	20.16%	14.32%	83.39%
Rail Operations Control (ROC) Chillers	98.13%	59.04%	26.48%	41.18%	13.94%
Crenshaw/LAX K-Line Paving and Improvement Project	90.15%	39.50%	15.16%	6.82%	45.88%
I-605 South Street Off Ramp Improvements	99.64%	30.86%	19.59%	12.29%	0.00%
Division 9 Charging Infrastructure	97.71%	58.43%	19.43%	10.73%	63.11%
PS896166000 ESFV Progressive Design Build Phase 2	6.21%	46.00%	17.53%	13.85%	52.70%
PS85661000 G Line BRT Improvement	55.38%	41.07%	13.45%	8.31%	32.77%
PS84667000 I-105 Expressway (CMGC)	27.73%	32.85%	16.19%	14.27%	32.17%
Bus Divisions and Facilities Fire Alarm Replacements	54.34%	55.73%	42.07%	23.77%	52.70%
Div. 8 & Central Maintenance Facility (CMF) Bus Hoist Replacement	49.80%	49.13%	18.92%	14.11%	0.00%
Fire Alarm Systems Replacement (5 Stations + Div. 20)	35.24%	76.42%	39.56%	16.21%	18.20%
Chatsworth ADA Improvements	82.89%	60.49%	19.92%	5.28%	28.57%
Regional Connector Safety, Security, and Architectural Enhancements	55.95%	69.02%	14.52%	16.86%	96.37%

Current PLA/CCP Detailed Demographic Attainments

ACTIVE PROJECTS SUBJECT TO METRO'S PLA/CCP	AFRICAN AMERICAN	ASIAN	CAUCASIAN	HISPANIC	NATIVE AMERICAN	OTHER/NOT SPECIFIED	GOAL 28.30% MINORITY	GOAL 6.90% FEMALE
Westside Subway Extension Project, Section 1 – D/B	6.57%	1.55%	18.27%	64.50%	0.76%	8.35%	73.38%	4.16%
Westside Purple Line Extension Project, Section 2 – D/B	4.09%	1.33%	17.12%	70.68%	0.99%	5.80%	77.09%	2.25%
Purple Line Extension Project, Section 3 – Tunnel Project D/B	6.16%	1.20%	21.11%	63.59%	0.80%	7.15%	71.75%	5.05%
Purple Line Extension Project, Section 3 – Stations Project D/B	5.24%	1.10%	15.07%	75.29%	0.24%	3.05%	81.87%	2.83%
Purple Line Extension Project, Section 3 – VA Parking Structure	2.24%	3.36%	7.18%	55.17%	0.11%	31.94%	60.88%	4.39%
Division 20 Portal Widening Turnback	4.69%	2.49%	16.31%	72.10%	1.29%	3.13%	80.57%	6.01%
Division 20 TPSS (PWT 2)	16.11%	0.08%	25.53%	53.63%	0.00%	4.66%	69.82%	3.72%
Crenshaw/LAX Construction Punch Out List	0.78%	0.23%	18.60%	59.50%	0.00%	20.88%	60.51%	4.32%
Rail Operations Control (ROC) Chillers	13.76%	0.00%	15.04%	65.60%	0.00%	5.60%	79.36%	9.28%
Crenshaw/LAX K-Line Paving and Improvement Project	1.93%	0.18%	29.86%	51.19%	0.00%	16.84%	53.30%	6.51%
I-605 South Street Off Ramp Improvements	0.90%	0.33%	9.93%	82.84%	0.01%	5.99%	84.08%	1.49%
Division 9 Charging Infrastructure	3.69%	1.51%	14.60%	34.77%	0.46%	44.96%	40.43%	1.59%
PS896166000 ESFV Progressive Design Build Phase 2	4.71%	2.05%	12.93%	69.22%	1.34%	9.76%	77.32%	4.55%
PS85661000 G Line BRT Improvement	4.63%	0.88%	16.80%	27.38%	0.42%	49.89%	33.31%	3.37%
PS84667000 I-105 Expressway (CMGC)	3.85%	0.35%	18.43%	69.84%	0.29%	7.23%	74.33%	3.83%
Bus Divisions and Facilities Fire Alarm Replacements	0.47%	0.00%	61.48%	37.99%	0.00%	0.05%	38.46%	11.23%
Div. 8 & Central Maintenance Facility (CMF) Bus Hoist Replacement	0.30%	0.00%	7.44%	40.72%	0.00%	51.54%	41.02%	15.49%
Fire Alarm Systems Replacement (5 Stations + Div. 20)	0.27%	11.98%	17.36%	50.16%	0.00%	20.23%	62.41%	5.68%
Chatsworth ADA Improvements	0.00%	0.00%	7.85%	84.83%	0.00%	7.31%	84.83%	0.14%
Regional Connector Safety, Security, and Architectural Enhancements	0.00%	0.00%	6.82%	92.23%	0.00%	0.95%	92.23%	2.43%

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

Data through March 2026

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

Based on contractors reported data as of March 2026

Metro is building the workforce of tomorrow.

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

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



Frances Macias Aguilar

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



Anna Aguirre

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



Patricia Allen

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



Sophia Burruel

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



Natalie Cervantes

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



Katherine Cruz

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



Guy Denuccio

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



Catherine Dillon

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



Jenna Dorrrough

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



Darius Douglass

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



Jermaine Edwards

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



Eric Falcon

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



Jessica Flores

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



Yurvina Hernandez

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



Christina Lara

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



Dezdon Lewis

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



Belia Lopez

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



John Mackey

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



Marelly Mendoza

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



Samantha Miramontes

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



Ricshawn Moore

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



Cynthia Piña

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



Lance Reed

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



Rhonda Rodriguez

When asked why Rhonda Rodriguez chose to begin her career in construction, she responded, "Well, I had some challenges in my past that did not afford me to find a career that would allow me to feel fulfilled and sustained, so I decided to make a bad situation into a positive one". Now, the only female Foreman on Metro's SEED LA School project, Rhonda is calling the shots. Reigning from the San Gabriel Valley and standing a whopping 4' 11¾", Rhonda attended the construction pre-apprenticeship training school offered at Cerritos College and then joined the Iron Workers Union Local 433. Completing her apprenticeship, and graduating to Journey level, Rhonda had proven to her superintendent that she may be "small in stature, but big in performance and personality", and was promoted to foreman on the SEED LA School project. At her project site she is a well-respected team member and continues to enjoy and excel in her knowledge of her craft and promotes other women to enter the building trades as their next career path.



Petra Sanchez

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



Kimberly Taylor

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



Jason Thomas

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



Melinda Thomas

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



Angel Valles

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



Lorrie Williams

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



Whitney Winans

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



Marvin Wong

Marvin Wong started his career in construction in 2016, after serving as a United States Marine from 2003 to 2007. Once Marvin left the service and returned home, he fell into trouble and faced some legal issues, resulting in him serving time in prison. After his release, Marvin resided at the VA transitional housing, and wanted to change his life and get back on track. At the VA, Marvin was referred to a construction pre-apprenticeship program with Career Expansions, Inc. After graduating from the program, he was later sent to the Westside Purple Line Section 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 an Office of Management and Budget Memorandum (March 19, 2021). The new Pilot Local Hire Initiative enables Metro to implement local hiring requirements on United States Department of Transportation (USDOT) contract opportunities advertised during the four-year pilot period of May 21, 2021 through May 21, 2025.

Contact Us

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

Tashai Smith, *Executive Officer*
213.922.2128

Wendy White, *Deputy Executive Officer*
213.922.2648

Maia Siprashvili, *DEOD Director*
213.922.2652

Angela Scott, *DEOD Principal*
213.922.1028

Tim Famuyibo, *DEOD Representative*
213.922.2561



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Attachment D – Contract List and Worker Data

Chart A. - Active National Projects

Project Name	Prime Contractor	Project Completion Percent	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Westside Subway Extension Project, Sec 1	Skanska-Taylor-Shea, JV	99.49%	64.19%	20.20%	11.67%	4.16% = C	86.00%
Purple Line Ext. Sec. 3 – Stations Project	Tutor Perini/O&G, JV	75.39%	64.87%	20.15%	10.12%	2.83% = D	58.23%

Please refer to Attachment A (PLA/CCP Brochure) for additional information on each project.
Project Completion Percent is based on estimated work hours as provided by the Prime.

Chart B. - Active Local Hire Projects

Project Name	Prime Contractor	Project Completion Percent	Local Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Westside PLE Project, Section 2 – D/B	Tutor Perini/O&G, JV	92.90%	45.10%	20.15%	10.07%	2.25% = D	53.14%
Purple Line Ex. Sec 3 – Tunnels Project	Frontier Kemper/Tutor Perini Corp.	75.39%	42.45%	20.23%	11.49%	5.05% = B	47.34%
Div. 20 Portal Widening Turnback Project	Tutor Perini Corp.	90.95%	48.18%	20.20%	12.55%	6.01% = B	37.93%
Division 20 TPSS (PWT 2)	C3M Power Systems	89.85%	44.57%	32.20%	22.45%	3.72% = C	75.06%
CLAX Construction Punch Out Work	Griffith Company	99.06%	43.85%	20.16%	14.32%	4.32% = C	83.39%
WPLE Section 3 Project VA Parking Structure	Swinerton Builders	61.47%	45.24%	25.41%	9.40%	4.39% = C	0.00%
Crenshaw/LAX K-Line Paving and Improvement Project	Griffith Company	90.15%	39.50%	15.16%	6.82%	6.51% = B	45.88%
I-605 South Street Off Ramp Improvement	Powell Constructors Inc	99.64%	30.86%	19.59%	12.29%	1.49% = F	0.00%
Bus Divisions and Facilities Fire Alarm Replacement	Global Electric	54.34%	55.73%	42.07%	23.77%	11.23% = A	13.42%
ESFV Light Rail Transit Line Project	San Fernando Transit Constructors	6.21%	46.00%	17.53%	13.85%	4.55% = C	52.70%
G-Line BRT Improvement	Valley Transit Partners	55.38%	41.07%	13.45%	8.31%	3.37% = C	42.77%
105 Expressway Construction	Flatiron Myers JV	27.73%	32.85%	16.19%	14.27%	3.83% = C	32.17%
Division 8 and CMF Bus Hoists Replacement	Southwest Lifts & Equipment	49.80%	49.13%	18.92%	14.11%	15.49% = A	0.00%
Division 9 Charging Infrastructure	Icon West Inc	97.71%	58.43%	19.43%	10.73%	1.59% = F	63.11%
ROC Facility Chillers Replacement	Interior Plus	98.13%	59.04%	26.48%	41.18%	9.28% = A	13.94%
Fire Alarm Systems Replacement	Cosco Fire	35.42%	76.42%	39.56%	16.21%	5.68% = B	18.20%
Chatsworth Station ADA Improvements	Axiom Group	82.89%	60.49%	19.92%	5.28%	0.14% = F	28.57%
Regional Connector SSA Enhancements	Cyrcon Builders	55.95%	69.02%	14.52%	16.86%	2.43% = D	96.37%

Please refer to Attachment B (PLA/CCP Brochure) for additional information on each project.
Project Completion Percent is based on estimated work hours as provided by the Prime.

*Part of Metro’s PLA/CCP workforce requirement is the utilization of disadvantaged workers on projects. One of the nine criteria (Attachment B) for a Disadvantaged Worker is having a criminal record or former involvement with the criminal justice system, a barrier that has been historically difficult for individuals to overcome. The data shown in the tables above (last column) is the percentage of Disadvantaged Workers (based on hours worked) that have criminal records or involvement with the criminal justice system.

Chart C. – Upcoming PLA/CCP Applicable Projects

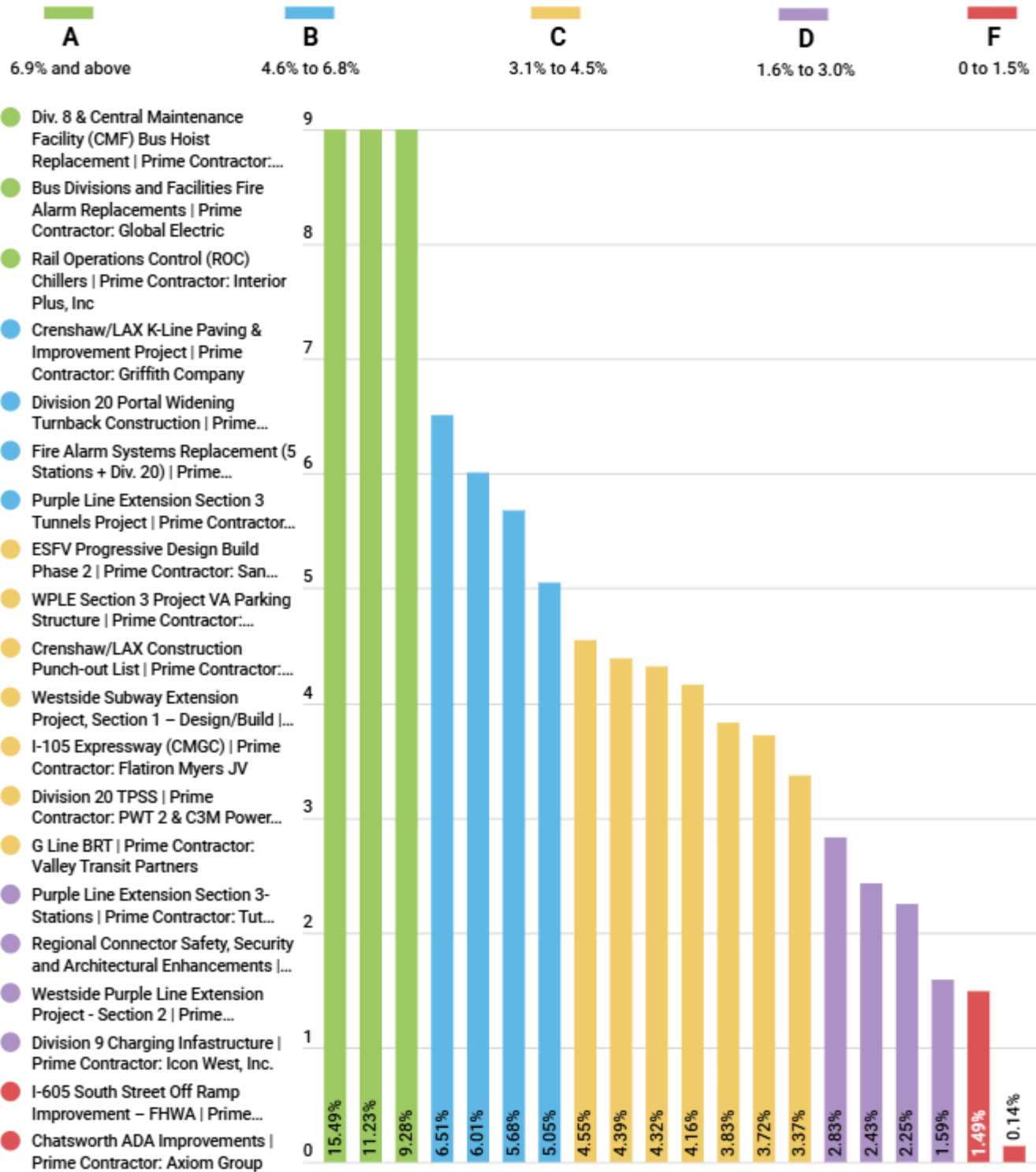
Upcoming PLA/CCP Applicable Projects	Tentative PLA/CCP Reporting Start Date
PS120069000 Link Union Station CMGC	TBD
PS118736 NoHo to Pasadena Bus Rapid CMGC (EWP 3)	TBD
PS130703000 ZEB Charging Infrastructure Div 18 & Div 7	TBD
PS135255 Vermont BRT	TBD
C130977000 Division 4 LASD Multi Modular Trailer	TBD
C129803C1237-2 Metro A&B Lines Comm. Trans Syst. Upgrade	TBD
C599228C1228 EB SR91 Atlantic to Cherry Improvements	TBD
OP133873-2 Above Ground Facilities Improvements & Repairs	TBD
OP134899 7th St Metro Center	TBD

Construction work timelines are subject to change.

FEMALE PARTICIPATION SCORE CARD

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

Quarterly Report - March 2026



Female Participation

4.00%

3.90%

3.80%

3.70%

3.60%

3.50%

3.40%

2020	2020	2020	2021	2021	2021	2021	2022	2022	2022	2022	2023	2023	2023	2023	2024	2024	2024	2024	2025	2025	2025	2025	2026
Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

3.60%

3.60%

3.60%

3.63%

3.65%

3.66%

3.68%

3.69%

3.73%

3.72%

3.72%

3.70%

3.70%

3.71%

3.78%

3.88%

3.88%

3.91%

3.94%

3.84%

3.72%

3.75%

3.72%

3.69%

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 for 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 not only to use the resources in this guide, but to share this information with their subcontractors, jobs coordinators, site foreman, and construction workers. Additionally, contractors are to use the toolkit to promote an inclusive workforce to foster a safe, productive, and diverse work environment.

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1. Outreach Strategies

An effective outreach strategy is critical in reaching women candidates interested in construction careers. Contractors should conduct outreach for each construction project and 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 among 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 (WINTER)
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 AND 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 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%, its 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.

- 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.

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



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 journey-level workers.
- 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 Do's and Don'ts

Outreach Do's

1. Conduct outreach events/job fairs for your construction projects.
2. Work with your job coordinator 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 and job banks.
5. Do not hold outreach events during the same time. (Example: always 8–11am on Fridays). Host events at different times to allow female candidates with various schedules the opportunity to attend.

Recruitment Do's

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 its 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 Do's

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

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	hacla.org/about-community-affairs/about-community-affairs/about-community-affairs-1
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/youth-support-and-education
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
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/resources

Gender Sensitivity & Management Training Resources

Traliant On-Line Sensitivity Training	929.223.4336	traliant.com/courses/
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		learning.agc.org/local/catalog/view/product.php?productid=115
Pro Trade Craft Breaking Down Gender Bias: A Tool Kit for Construction Business Owners		protradecraft.com/home/article/55180293/breaking-down-gender-bias-a-toolkit-for-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
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	coalitionrca.org/ programs/supportive- housing
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			healthforcalifornia.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/sba-learning- platform
MCS Hollywood BusinessSource Center	4311 Melrose Av LA, CA 90028	323.960.1300 ext.234	mcscalifornia.com
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-wealth-building
PACE Women's Business Center	1055 Wilshire Bl Suite 900B LA, CA 90017	323.353.9400	pacelabdc.org/pacebscs
Operation HOPE	Various Locations throughout Los Angeles		operationhope.org/ programs/youth-and- young-adult-programs
CalCPA Education Foundation			www.calcpa.org

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

Contact Us

For more information, please visit metro.net/pla or contact Metro's Diversity and Economic Opportunity Department:

Tashai Smith, *Executive Officer*
213.922.2128

Wendy White, *Deputy Executive Officer*
213.922.2648

Maia Siprashvili, *DEOD Director*
213.922.2652

Angela Scott, *DEOD Principal*
213.922.1028

Tim Famuyibo, *DEOD Representative*
213.922.2561



Metro[®]



Metro DEOD PLA/CCP Outreach Activities (January 2026 to May 2026)

Job Fair Events

- SEED 10th grade Career Expo (May 13, 2026)
- HIRE360 Diversity Hiring Expo (April 28, 2026)
- USEC Spring Job and Resource Fair (April 23, 2026)
- East LA Construction Job Fair (April 15, 2026)
- East San Fernando Valley Light Rail Construction Hiring Event (March 26, 2026)
- Build Green Job Fair (March 25, 2026)
- EXP Women in STEM Career Day (March 5, 2026)
- YouthBuild Career Day (February 26, 2026)
- La Serna High School's Annual Career Fair (February 25, 2026)
- California HS Career Fair (February 06, 2026)

Community Presentation and Outreach Events

- PLA/CCP LA Youth Build/Conservation Corps Youth Construction Career Fair (May 28, 2026)
- Metro Girls Empowerment Summit (March 16, 2026)
- Youth Build and Conservation Corps Construction Youth Careers Day #2 (March 12, 2026)
- Beavers – Women in Heavy Civil Luncheon (January 15, 2026)

Construction Workforce Disparity Study – Race and Ethnicity Addendum #2

**LOS ANGELES COUNTY METROPOLITAN
TRANSPORTATION AUTHORITY (METRO)**

February 16, 2026

In January 2025, Estolano Advisors finalized and submitted a Construction Workforce Disparity Study to LA Metro. Using data from LCPtracker and the California Division of Apprenticeship Standards, the 2025 study analyzed and aimed to expand the availability and utilization of female construction workers in the region, including on Metro's projects. Estolano Advisors developed the following addendum in response to Metro Board Member Jacquelyn Dupont-Walker's March 2025 request to: *"Report back in May on the status of efforts to address cultural competency requirements for the rest of the historically underutilized, including the other cultural sensitivities and the disparities that continue to exist and what factors to consider, and include best practices of those that took the scorecard seriously."*

In addition to women, other "historically underutilized" construction workers include Black workers, Indigenous workers, and other workers of color. Nationwide, the construction industry has historically engaged in exclusionary hiring practices, leading to a workforce that remains predominantly white. Metro's March 2025 Construction Workforce Disparity Study references a 2024 Equal Employment Opportunity Commission report "which states that Black workers were nearly 13% of the U.S. labor force in 2023 but less than 7% of the construction workforce." According to the LA Black Worker Center and the UCLA Labor Center, similar disparities exist in Los Angeles County, where 7% of all workers but only 3% of construction workers identify as Black.¹

Public Sector Construction Workforce by Race/Ethnicity

To estimate public works construction workforce availability, the consultant team utilized payroll data from LCPtracker, a payroll system used by most public works construction projects in the Greater LA Area² to track hours by race, gender, trade, apprentice or journey-level status, and other parameters. Every worker in LCPtracker's system has worked on a project using a labor agreement such as a project labor agreement (PLA) or community workforce agreement (CWA). Many public construction projects in the Greater LA Area use PLAs, so every worker recorded in LCPtracker could hypothetically work on public construction projects, including those at LA Metro. As such, the consultant team analyzed this data to estimate the public works construction workforce in the Greater LA region.

In April 2025, Metro and Estolano Advisors requested updated versions of the LCPtracker datasets with race/ethnicity as an additional variable. LCPtracker provided this data in January 2026. The LCPtracker data categorizes each worker into one of the following "ethnicity" categories: African American or Black, Asian, Caucasian or White, Hispanic/Latinx, Native American, Native Hawaiian, and Other. To simplify our analysis, and to align with the ethnic categories in the apprentice dataset, the consultant team recategorized workers who identify as Native Hawaiian and Asian as "Asian/Pacific Islander."

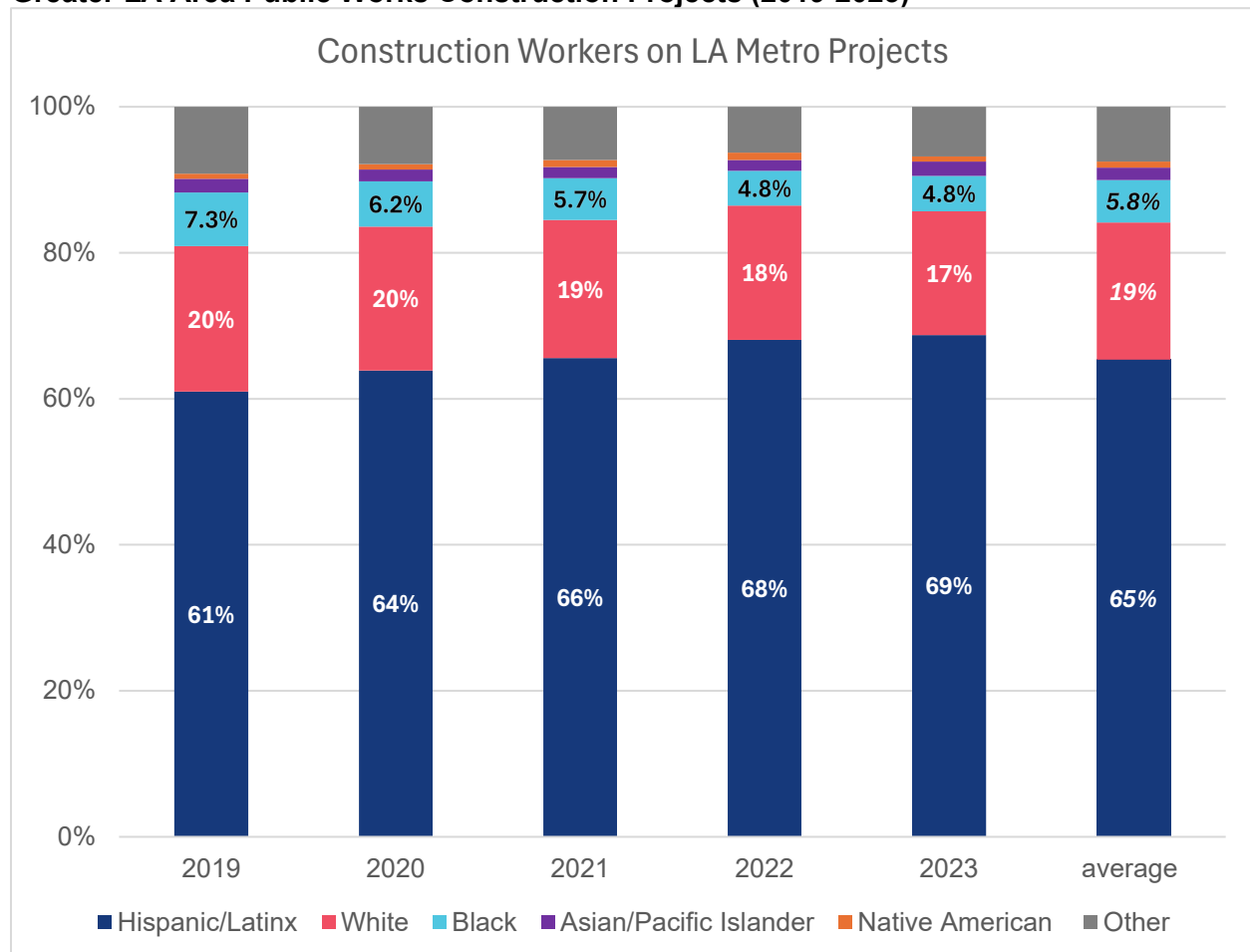
¹ UCLA Labor Center, "Ready to Work, Uprooting Inequity: Black Workers in Los Angeles County," March 2017, https://www.labor.ucla.edu/wp-content/uploads/2017/03/UCLA_BWC_report_5-3_27-1.pdf

² The Greater LA Area includes five Southern California counties: Los Angeles, Orange, Riverside, Ventura, and San Bernadino.

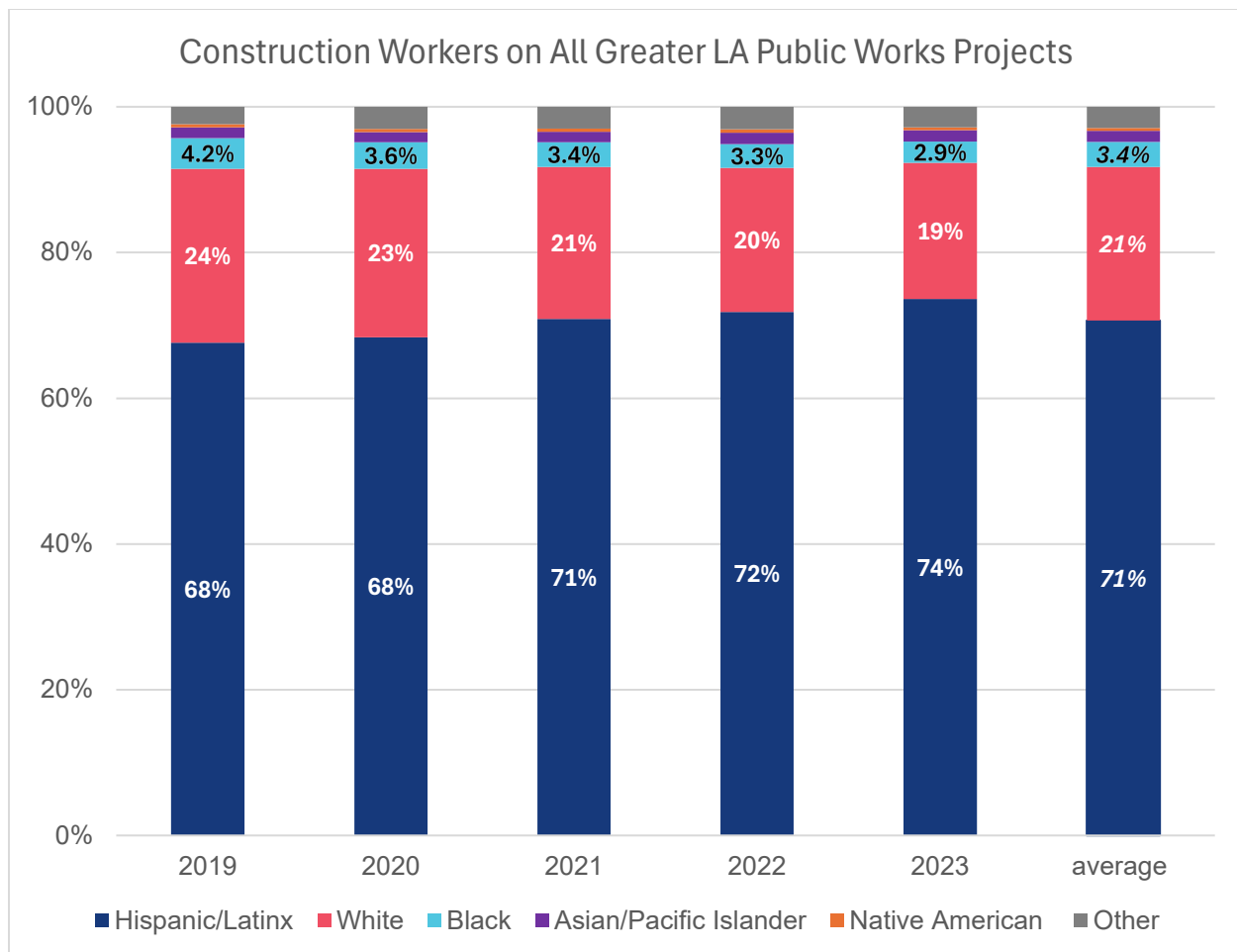
Construction Work Hours by Ethnicity

Figure 1 shows the participation by ethnicity on both Metro construction projects and other public works projects in the Greater LA Area between 2019 and 2023. During those years, Hispanic/Latinx workers performed an increasing majority of construction work hours on Metro and non-Metro projects. Meanwhile, the share of White worker hours and Black worker hours gradually decreased each year on Metro and non-Metro projects. On Metro projects, the share of Asian/Pacific Islander work hours, Native American work hours, and hours by workers of “Other” ethnicities fluctuated year to year, constituting roughly 1.7%, 0.8%, and 7.5% of work hours, respectively. On other public works projects, the share of Asian/Pacific Islander work hours (1.5%), Native American work hours (0.4%), and work hours performed by “Other” ethnicities (2.9%) fluctuated at lower levels.

Figure 1: Worker Participation by Ethnicity on LA Metro Construction Projects and on All Greater LA Area Public Works Construction Projects (2019-2023)



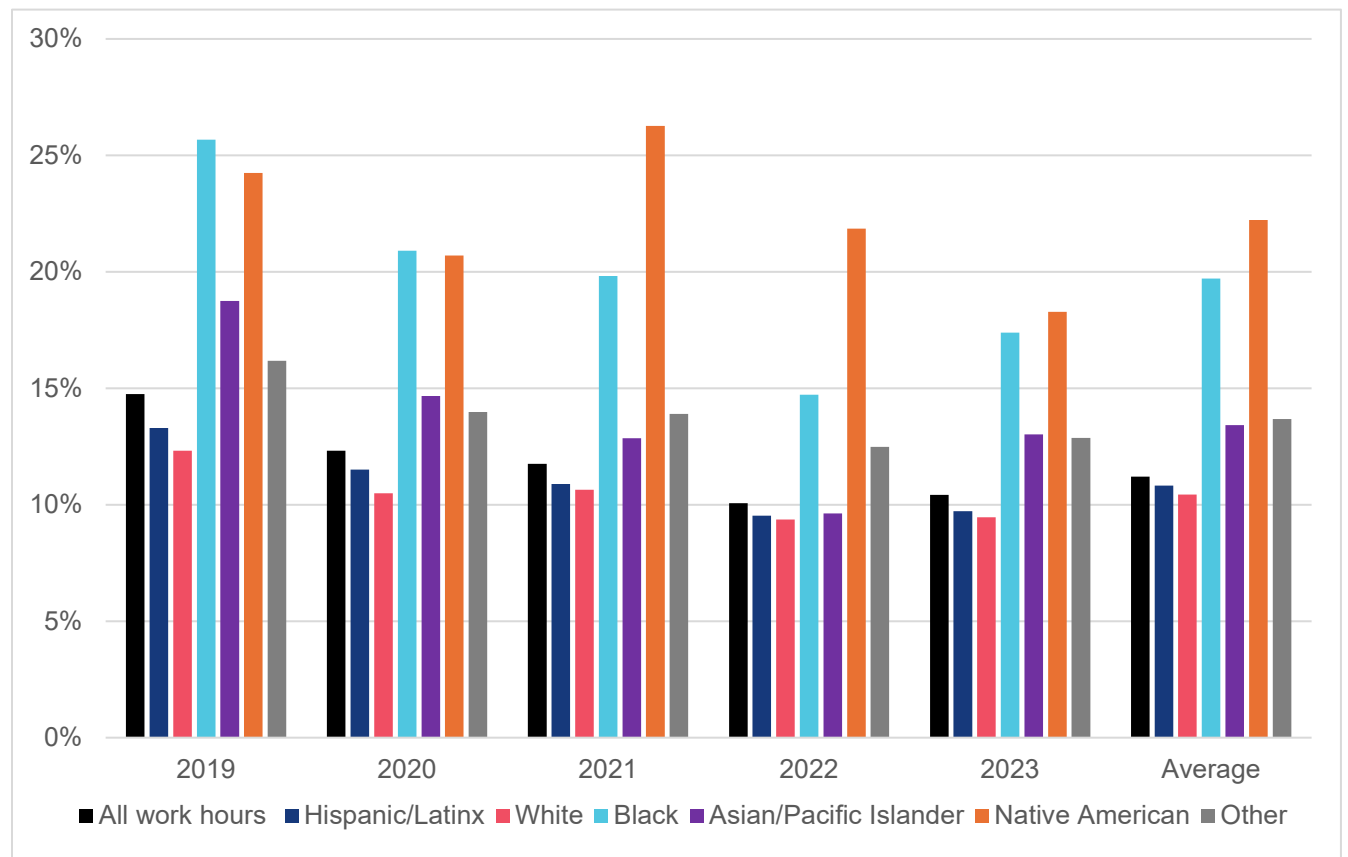
Source: LCPtracker (2019-2023)



Source: LCPtracker (2019-2023)

Figure 2 highlights LA Metro's share of work hours across the Greater LA region from 2019 to 2023 by ethnicity. Metro's share of construction work hours declined (-4%) from 2019 to 2023, with Metro accounting for nearly 15% of all construction work hours in the Greater LA Area in 2019 but only around 10% of construction work hours in 2023. However, Metro continues to supply a much larger share of Black and Native American work hours compared to all work hours in the Greater LA Area. For example, while Metro supplied roughly 11.2% of all construction work hours between 2019 and 2023, Metro supplied 19.7% of Black, and 22.2% of Native American construction work hours during the same time period.

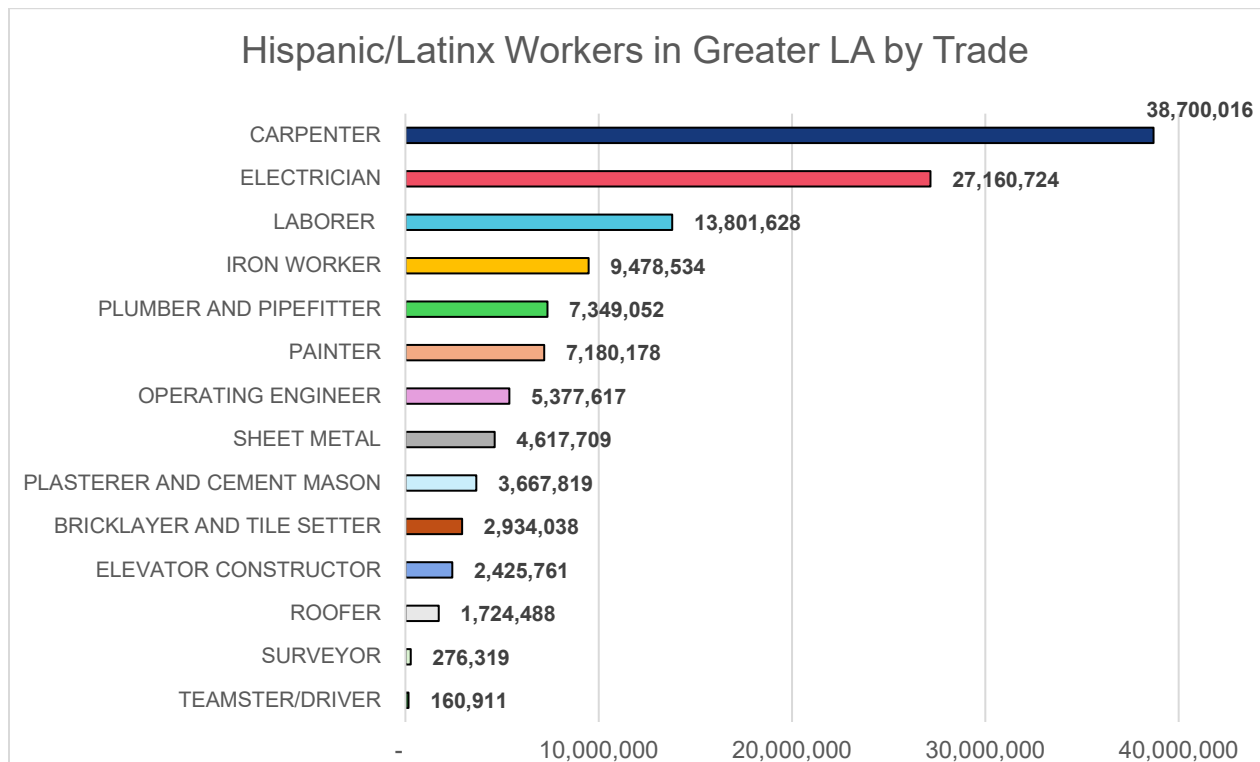
Figure 2: Share of Regional Work Hours on Metro Construction Projects by Ethnicity (2019-2023)



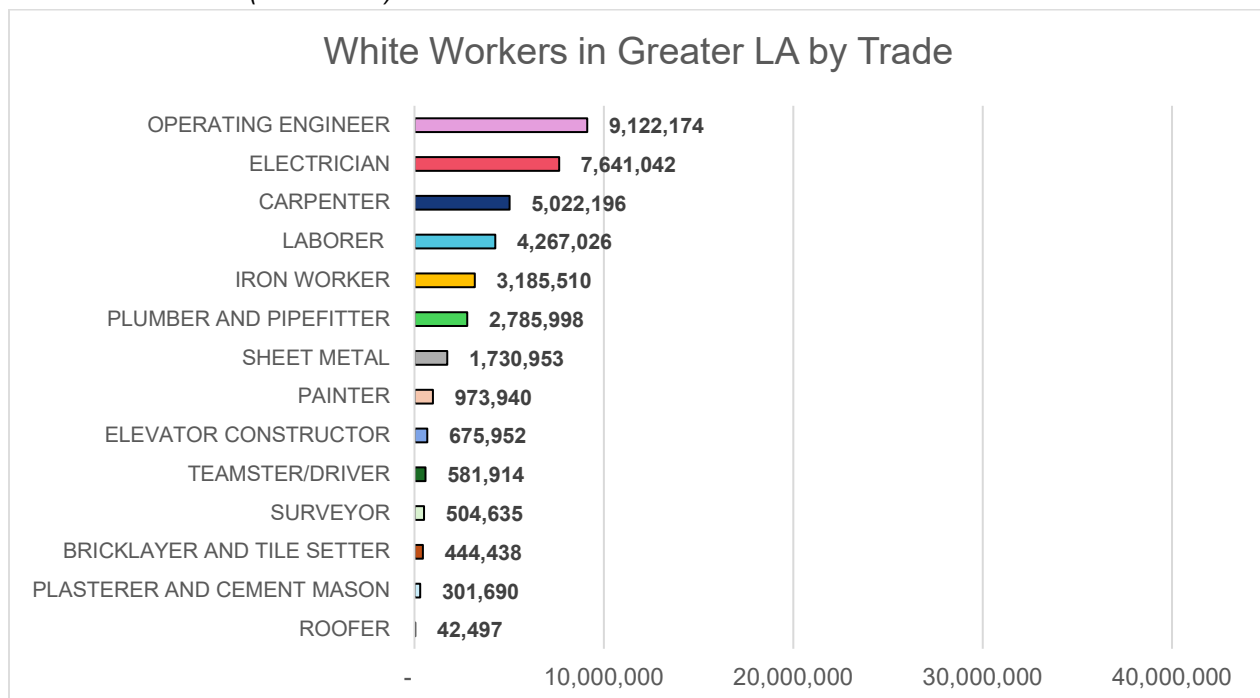
Source: LCPtracker (2019-2023)

Figure 3 shows the estimated number of construction work hours by trade and by ethnicity in the Greater LA Area. The trades with the highest participation of all workers in Greater LA are (1) Laborer; (2) Carpenter; and (3) Electrician. However, the top three trades across ethnicities differ. The Teamster/Driver trade disproportionately represents Black worker hours in the region, as Black workers represent 40.8% of all Teamster/Driver work hours. Operating Engineer is the top trade for White and Native American workers, and the second (2nd) highest performed trade for Asian/Pacific Islander workers; however, Operating Engineer is the seventh (7) most performed trade for Hispanic/Latinx workers. The discrepancy in work hours performed by ethnicity per trade indicate differences among the trades in recruitment and retention of different workers and may indicate disparities in career opportunities available to workers from different backgrounds.

Figure 3: Estimated Hours Worked on Regional Public Works Construction Projects by Ethnicity and Trade (2019-2023)

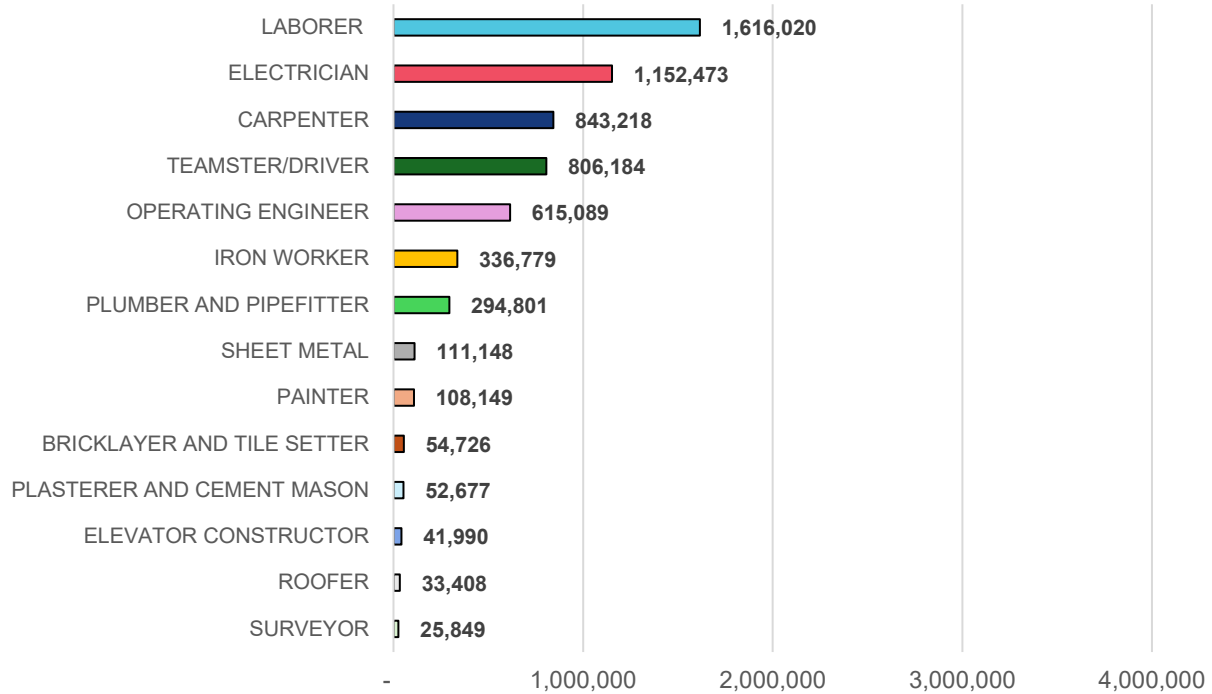


Source: LCPtracker (2019-2023)



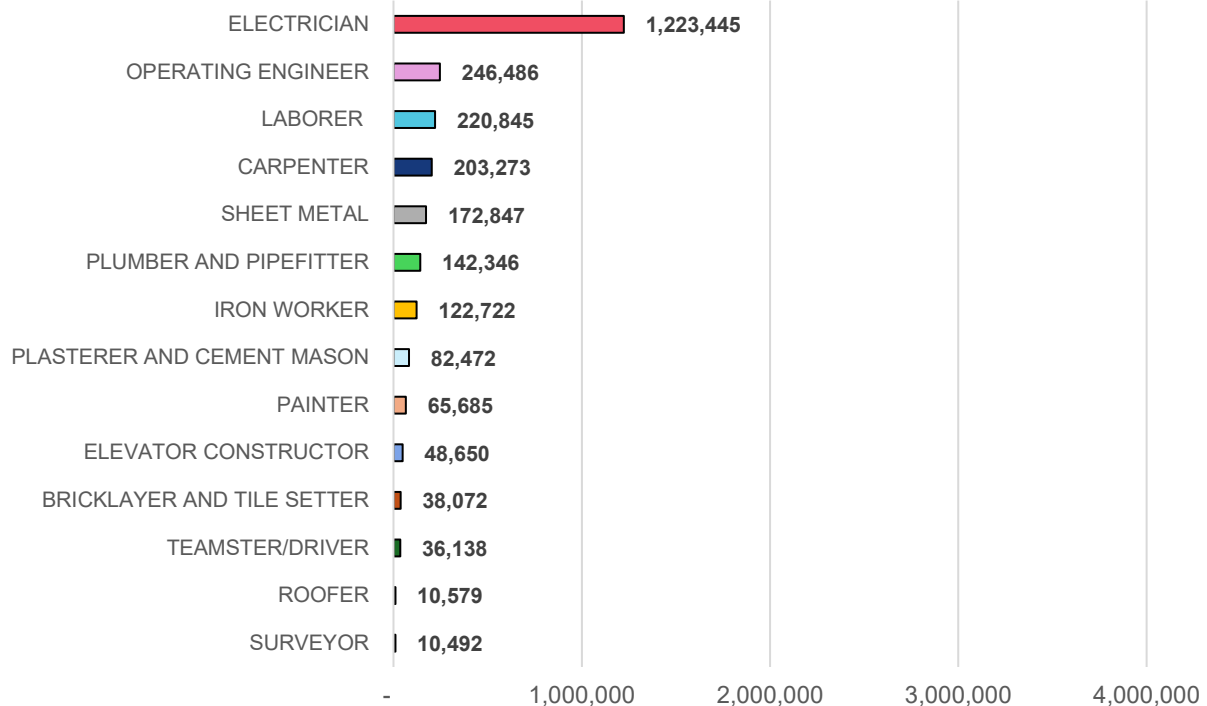
Source: LCPtracker (2019-2023)

Black Workers in Greater LA by Trade



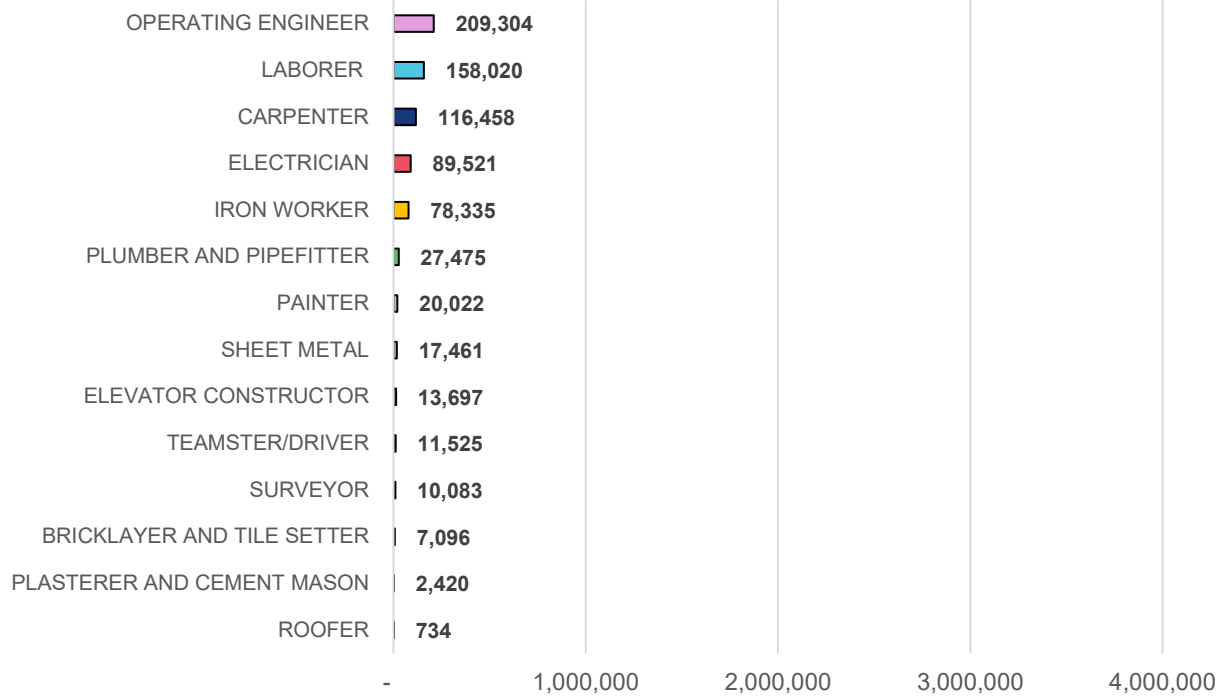
Source: LCPtracker (2019-2023)

Asian/Pacific Islander Workers in Greater LA by Trade



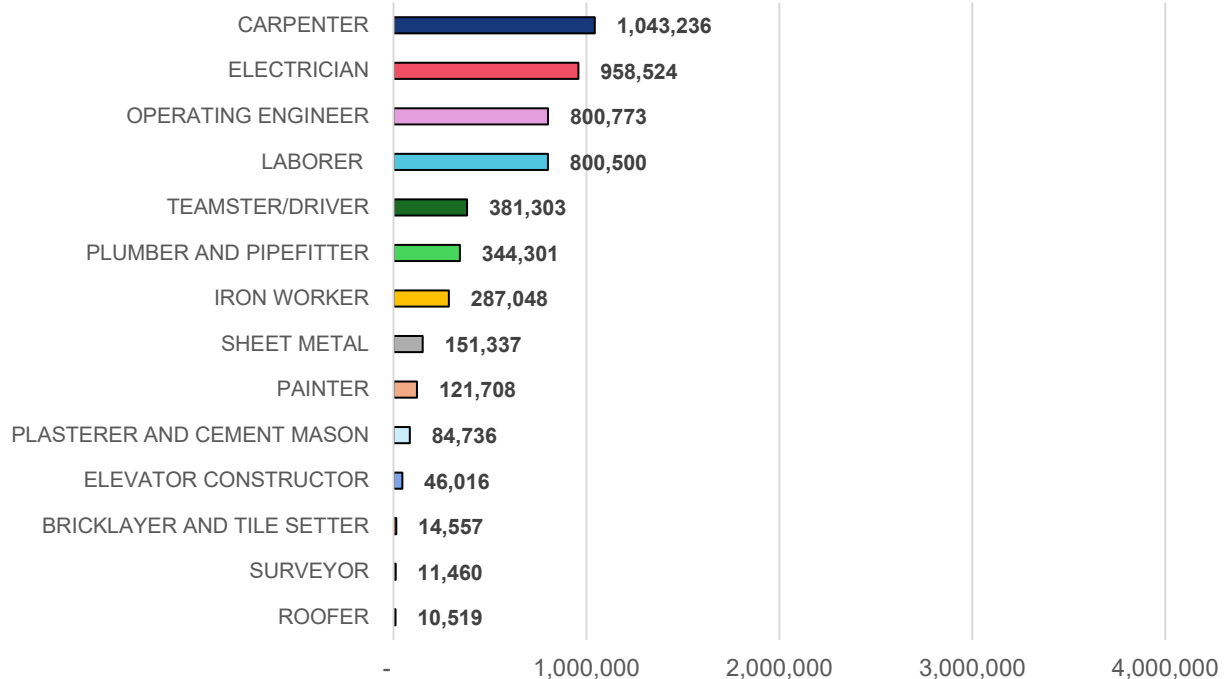
Source: LCPtracker (2019-2023)

Native American Workers in Greater LA by Trade



Source: LCPtracker (2019-2023)

Workers Identified as "Other" Ethnicity in Greater LA by Trade

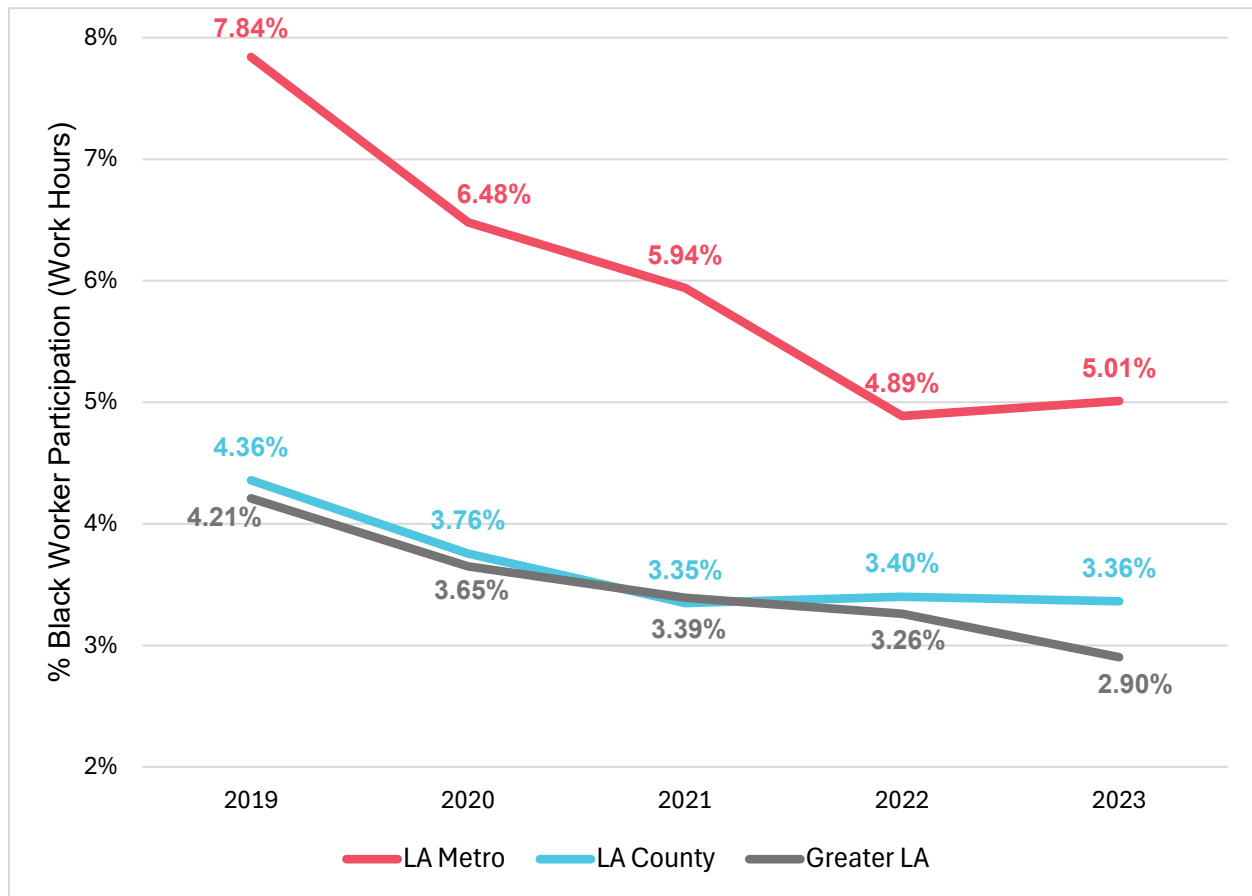


Source: LCPtracker (2019-2023)

Black Worker Participation

Figure 4 highlights Black participation rates by work hours on construction projects between LA Metro, LA County³, and the Greater LA Area.⁴ Black worker participation from 2019 to 2023 declined across LA Metro, LA County, and the Greater LA Area. With a peak Black participation rate of 7.84% in 2019, LA Metro maintained a higher Black worker participation rate than the County and the region between 2019 and 2023. While LA Metro outperforms the region and the County overall, the decline rate between 2019 and 2023 is greater at LA Metro (-2.83%) than the County (-1%) and the region (-1.31%).

Figure 4: Black Worker Participation on Construction Projects (LA Metro, LA County and Greater LA Area)



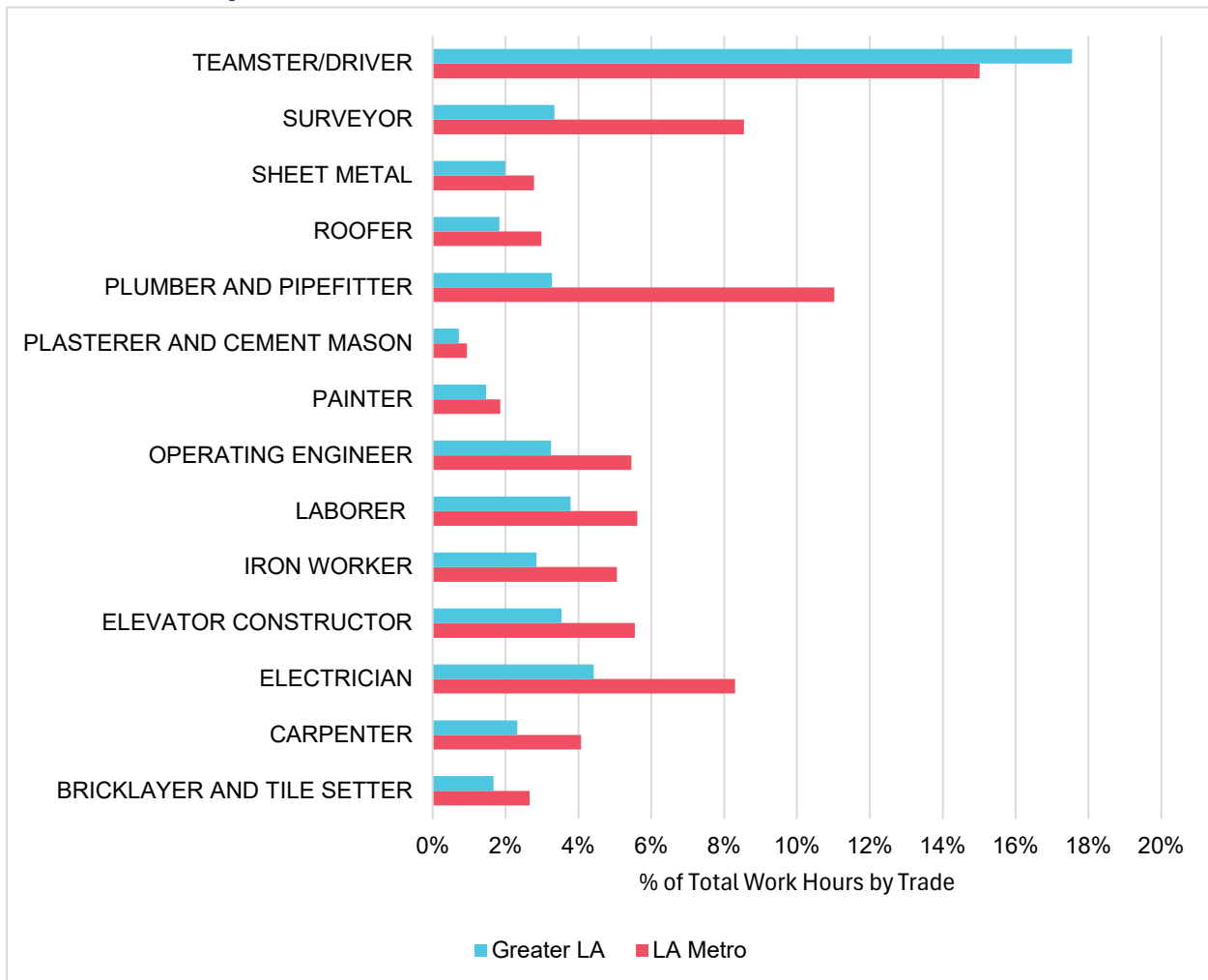
Source: LCPTracker (2019-2023)

³ "LA County" includes all public works construction taking place within the county boundary, including all LA Metro construction and some multi-county projects that intersect LA County.

⁴ The Greater LA Area includes five Southern California counties: Los Angeles, Orange, Riverside, Ventura, and San Bernadino.

Figure 5 highlights Black participation rates by trade on construction projects in Greater LA and at LA Metro from 2019 to 2023. Overall, Black construction workers at LA Metro have a higher participation rate than Greater LA. The Teamster/Driver trade is the only trade where LA Metro has a smaller representation of Black work hours than the region. Notably, Plumber and Pipefitter, Surveyor, and Electrician are disproportionately represented by Black workers on LA Metro projects compared all public works projects in the Greater LA Area.

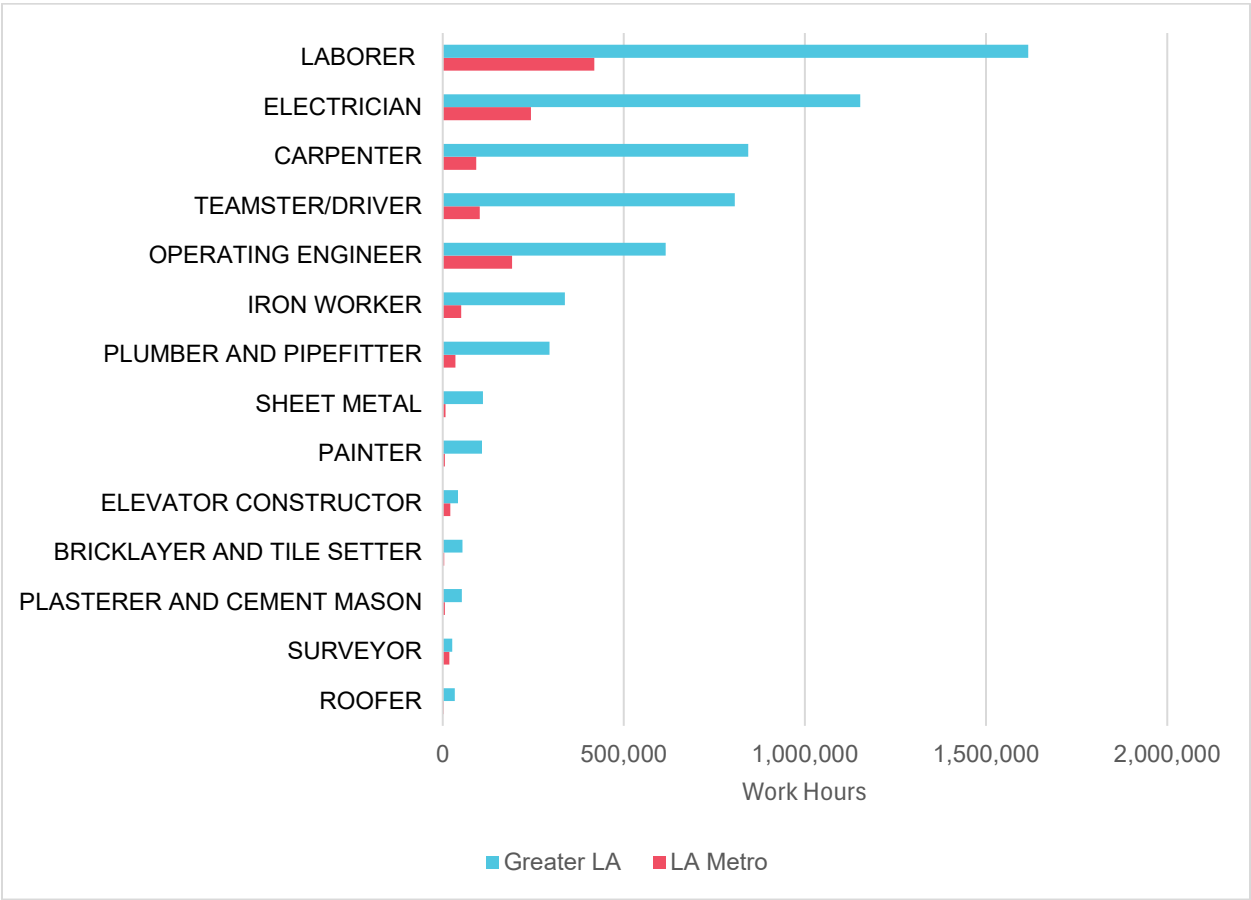
Figure 5: Black Worker Hour Participation on Construction Projects at LA Metro and in Greater LA by Trade (2019-2023)



Source: LCPtracker (2019-2023)

Figure 6 highlights Black worker hours by trade on construction projects in Greater LA and at LA Metro from 2019 to 2023. Regionally, the top three trades among Black Workers in terms of work hours were 1) Laborer; 2) Electrician; and 3) Carpenter. On LA Metro projects, Black workers also performed the highest number of hours in the Laborer and Electrician trades, but Operating Engineer ranked third among Black worker hours on Metro projects.

Figure 6: Total Work Hours Performed on Construction Projects at LA Metro and in Greater LA by Trade by Black Workers (2019-2023)



Source: LCPtracker

Appendix A: Updated Crosswalk of Construction Trade and Metro Craft

As **Table A-1** shows, the consultant team developed a “crosswalk” of trades, crafts, and occupations to ensure consistent analysis of different construction roles. The dataset LCPtracker provided for the 2026 addendum includes additional work hours in 2019 through 2023 that LCPtracker did not include in the dataset provided for the 2024 study. Some of these work hours correspond to crafts that were not available in the 2024 dataset. The consultant team sorted these new crafts, highlighted in blue in Table A-1, into the original 14 trades for further analysis. Note that

Table A-1: Crosswalk of Construction Trade, Metro Craft, and Standard Occupation Classification

Construction Trade	Metro Craft
BRICKLAYER AND TILE SETTER	Bricklayer, Stonemason
	Marble Finisher, Terrazzo Finisher, Terrazzo Worker
	Tile Finisher, Tile Layer, Terrazzo Installer, Terrazzo Setter
CARPENTER	Carpenter and Related Trades
	Drywall Installer / Lather (Carpenter)
	Millwright
	Pile Driver (Carpenter)
	Modular Furniture Installer, Residential Drywall Finisher, Scaffold
ELECTRICIAN	Electrician
	Electrical Utility Lineman
	Light Fixture Maintenance*
	Sound/Communication
	Telecommunications Technician*
	Telephone Installation*
	Communication Systems Installer, Technician, Groundman, Line Construction, Line Maintainer, Substation Technician
ELEVATOR CONSTRUCTOR	Elevator Constructor
	Elevator Apprentices, Elevator Mechanics, Elevator Union Apprentices
IRON WORKER	Boilermaker-Blacksmith
	Iron Worker
LABORER	Apprentice Landscape Irrigation Fitter

Construction Trade	Metro Craft
	Asbestos and Lead Abatement (Laborer) #
	Asbestos Worker, Heat and Frost Insulator
	Brick Tender
	Carpet Layer*
	Fire Safety and Miscellaneous Sealing*
	Furniture Mover & Related Classifications*
	Guniting Worker (Laborer)*
	Horizontal Directional Drilling
	Housemover (Laborer)*
	Laborer and Related Classifications
	Landscape Irrigation Fitter- LA METRO USE ONLY (New Maintenance of Way/Non Revenue Vehicle Building 61 s Design/Build)
	Landscape Maintenance Laborer*
	Landscape/Irrigation Laborer/Tender
	Parking and Highway Improvement (Striper-Laborer)*
	Plaster Tender
	Tunnel Worker (Laborer)*
	Asbestos Insulator, Asbestos Removal Worker, Hazardous Materials Handler, Insulator & Firestopper
OPERATING ENGINEER	Building / Construction Inspector and Field Soils and Material Tester
	Cranes, Pile Driver and Hoisting Equipment (Operating Engineer), Operating Engineer, Operating Engineer (Landscape Construction)
	Engineer
	Field Surveyor
	Inspector/Tester
	Tunnel (Operating Engineer)*
	Operator, Operator - General Engineering Equipment, Operator - Power Equipment
PAINTER	Carpet, Linoleum, Resilient*
	Drywall Finisher
	Glazier
	Painter, Painter - Industrial
	Drywall, Drywall Installers/Lathers, Resilient Floor & Decorative Covering, Soft Floor Layer
	Cement Mason

Construction Trade	Metro Craft
PLASTERER AND CEMENT MASON	Plasterer
PLUMBER AND PIPEFITTER	Fire Sprinkler Fitter*
	Meter Technician*
	Plumber
	Plumbing HVAC
	HVAC, Sprinkler Fitter
ROOFER	Metal Roofing Systems Installer
	Roofer
SHEET METAL	Sheet Metal Worker (HVAC)
	Fabricator Technician
SURVEYOR	Surveyor
	Field Supervisor, Land Survey
TEAMSTER/DRIVER	Driver (On/Off-Hauling To/From Construction Site)*
	Teamster
	Ready-Mixed Driver, Truck Driver

*Non-apprentice crafts



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

Construction Committee
July 15, 2026

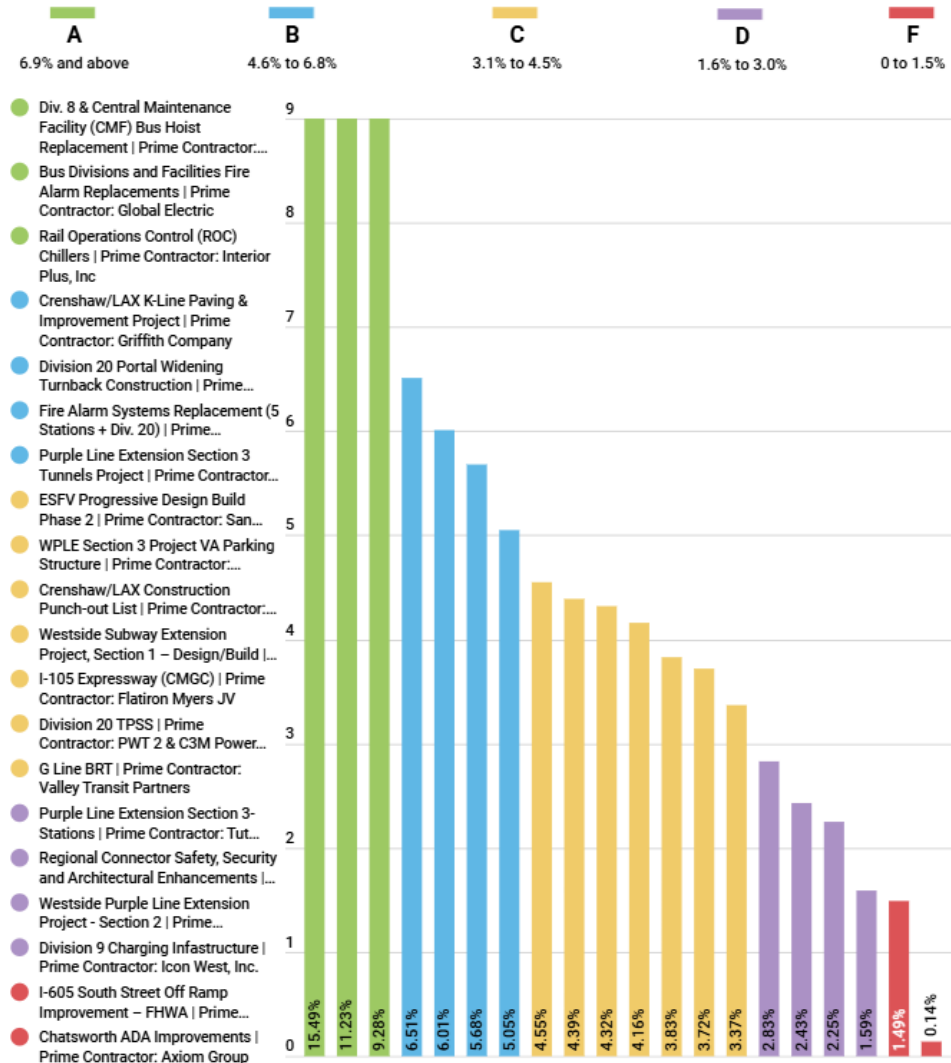
PLA/CCP Program Achievements

- **29 Construction Projects subject to PLA/CCP**
 - 20 active projects
 - 9 projects (have yet to begin construction)
- **Attainment - Program Inception to March 2026**
 - 57.12% Economically Disadvantaged
 - 21.44% Apprentice
 - 11.11% Disadvantaged
- **\$713 Million paid to Targeted Workers***
 - \$138 Million paid to Disadvantaged Workers*
 - \$198 Million paid to Apprentice Workers**
- **Exceeded Targeted/Apprentice/Disadvantaged Worker Goals**
- **No work stoppages or lockouts**

Female Participation Score Card

Quarterly Report - March 2026

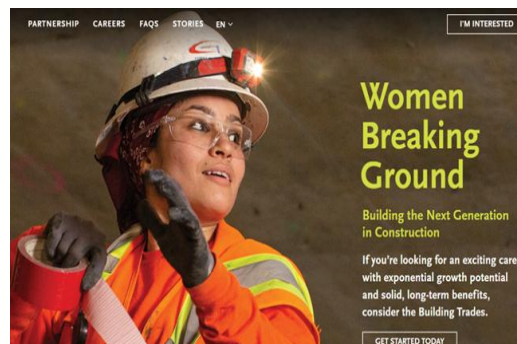
- ❖ Overall female participation attainment is 3.69%
- ❖ Highest project grade attainment as of this reporting period is A grade



Women Breaking Ground Website

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

- LA Metro's "Women Breaking Ground" website gives women that are interested in a career in construction an avenue for learning more about how to join an apprenticeship readiness training program and get connected to resources.
- Through the end of March 2026, over 1,500 individuals have been triaged and given information and resources on starting a career in construction. Over 407 individuals were referred to a pre-apprenticeship training program sponsored by the LAOCBCTC Apprentice Readiness Fund. Thus far, 38 individuals have enrolled in pre-apprenticeship training, and 37 have graduated from the program. 8 of these individuals have been placed in union apprenticeship jobs.
- The Women Breaking Ground website will run through FY26 in partnership with the LA/OCBCTC.



PLA/CCP & Motion 13.1 Updates

No.	Recommendation	Action	Status
1.	Expand Cultural Competency Plan Requirements	Through collaboration among PLA/CCP, County Counsel, Vendor/Contract Management, the Project Management Office, and the Office of Equity and Race, new Community Benefits and Workforce Development language was developed to strengthen accountability, inclusivity, and workforce equity. The updated requirements promote safe and inclusive workplaces through zero-tolerance harassment policies, effective reporting procedures, and meaningful employee engagement.	Completed
2.	Establish a Regional Roundtable to activate discussions on goal setting for regional public contracting agencies	The first Regional Roundtable meeting was held on June 24, 2025, and hosted regional workforce contributors, and Metro leadership in attendance. The second Regional Roundtable was held on December 12, 2025. It was co-chaired by LA County's Department of Economic Opportunity (DEO), and Los Angeles World Airports (LAWA). The third Regional Roundtable took place on April 27, 2026, and was hosted by the DEO.	Ongoing
3.	Conduct a Women in the Trades Regional Summit	The Women in Trades Regional Summit is meant to educate female construction workers about union benefits and connect them with the necessary resources. The event aligns with the establishment of a Female Advisory Group as part of the Regional Roundtable and is proposed to take place in late 2026.	In Development
4.	Establish a Female Advisory Group	On May 20, 2026, PLA/CCP staff convened the inaugural Female Advisory Group planning meeting, bringing together representatives from WINTER, Los Angeles World Airports (LAWA), IBEW Local 11, Skanska, and Metro's Diversity and Economic Opportunity Department (DEOD). As planning for the Summit progresses, the Female Advisory Group will serve as both a strategic advisory body and an action-oriented forum and will meet on a regular basis.	Ongoing
5.	Launch a Targeted Social Media Campaign	The "Built by HER!" Campaign launched in July 2025 and targets young women between the ages of 18 to 24 to introduce a pipeline to construction careers through various methods. In coordination with the Metro Marketing team, plans to launch the social media portion of the campaign are also being planned.	Continued Discussions
6.	Metro WINTER Program	Continued Metro support to facilitate WINTER, and the LA County JCOD collaboration to launch its first all-female Pre-Apprentice Construction Readiness training cohort confirmed to begin June 2026.	Ongoing

PLA/CCP Outreach Activities



Youth Career Fair Video

- Click the [link](#) to watch PLA/CCP Youth Construction Career Day promotional video.



Board Report

File #: 2026-0384, **File Type:** Oral Report / Presentation

Agenda Number: 23.

CONSTRUCTION COMMITTEE JULY 15, 2026

SUBJECT: CALTRANS QUARTERLY UPDATE

ACTION: RECEIVE ORAL REPORT

RECOMMENDATION

RECEIVE the quarterly oral report on the status of the Caltrans construction projects.

ISSUE

Partner agencies, such as Caltrans and the San Gabriel Valley Council of Governments (SGVCOG), serve as the lead agency for two highway projects currently under construction in Los Angeles County. These projects, funded in part by Measure M, include, but are not limited to, safety, mobility, and operational improvements on freeways and state highways.

This quarterly report provides an update on two active Measure M-funded projects currently under construction.

- **SR-71 South Segment Project (SR-71 South):** Caltrans is the lead agency delivering this project. SR-71 South has been under construction for almost four years. The Project was substantially completed on October 31, 2025, with all northbound lanes open to traffic. The southbound HOV lane was opened to traffic in April 2026. At the August 2025 California Transportation Commission meeting, Caltrans requested and was granted 13 additional months to complete the plant establishment period for the Project.
- **SR-57/60 Interchange Improvements Project:** Caltrans remains a key partner; the construction phase is being led by SGVCOG, with Metro serving as the funding agency. The project has been under construction for more than two years and is currently 52% complete. Ongoing work includes foundation construction, retaining walls, and utility relocations. The project is also designated as a 28x2028 project. Approved value engineering proposals have advanced the substantial completion date to September 2028. Additional acceleration efforts are underway to further advance milestone completion in advance of the 2028 Olympic and Paralympic Games.

EQUITY PLATFORM

SR-71 South Segment Project

Disadvantaged Business Enterprise (DBE)/ Small Business Enterprise (SBE) Commitments

Projects administered by Caltrans have federal aid and DBE commitment goals based on the contract bid amount for federal aid projects. SR-71 South did not have federal participation, so a DBE goal was not required, however, the Contractor achieved 0.45% in DBE participation.

Project-Based Equity Considerations

The SR-71 South Segment (Phase 1) Project is adjacent to Equity Focus Communities (EFC) in Pomona. Communities in Pomona will benefit from the proposed improvements that address existing operational deficiencies and unsafe conditions; and provide mobility options. For example, Caltrans received recommendations to convert the corridor to a freeway to reduce the number of motorists that use nearby residential streets to bypass the congestion caused by the signalized intersections along the SR-71 corridor. In response to this concern, Pomona passed a resolution on January 7, 2013, to adopt Alternative No. 3, the at-grade design with no local street crossings between Mission Boulevard and Rio Rancho Road as the Locally Preferred Alternative (LPA) for SR-71 South. Subsequently, Caltrans selected Alternative No.3 as the LPA which is currently under construction.

According to Caltrans, SR-71 experiences collision rates that are higher than the statewide average, with 1.48 collisions per million vehicle miles, as compared to 1.14 collisions per million vehicle miles countywide reported for a 3-year period. The fatal injury rate also exceeds the average rate by 19%. Collisions usually occur throughout the day, with the majority (70%) of the collisions occurring during daylight hours. Also, the Caltrans collision summary data tables suggest the existing at-grade intersections appear to be the primary cause of the collisions; and 71% of the collisions reported are rear-end and sideswipe incidents that occur during congested conditions. Upgrading the SR-71 expressway to a full access-controlled facility will improve mobility and enhance safety.

Other comments received during the public hearing process for the SR-71 corridor improvements include the desire to beautify the project area; and concerns and questions about the number of collisions, funding and the schedule for the proposed improvements, the selection process for the Locally Preferred Alternative, existing traffic on Ninth Street, soundproofing, access to the Philips Ranch area, property acquisitions, frontage road access, construction detours, and keeping Philips Drive open.

The SR-71 South Project does not displace any residents or businesses.

Community Engagement

It is general practice for Caltrans, in coordination with the local jurisdictions, to determine community engagement processes specific to each type of transportation improvement. This coordination is aligned with the Caltrans Race & Equity Action Plan to address systemic racial inequities that exist within the transportation sector.

Throughout the construction phase for SR-71 South (and other Caltrans construction projects) outreach efforts consist of sending press releases to cities, communities, elected officials, and multiple media outlets (talk radio, cable news) and social media platforms (X/Twitter, Instagram) that

cover Los Angeles and Ventura Counties. Specific notices regarding construction work and/or tours were made available in multiple languages (English, Spanish, Chinese, etc.) based on the impacted communities. In addition, Caltrans uses fixed and portable changeable message signs to report lane, ramp and/or local road closures; and QuikMap, a digital application, to provide real-time traffic information (including road closures) for motorists traversing to and through project areas impacted by construction activities. Caltrans also provides updates that are posted on Caltrans and Metro websites about active construction sites. Any unintended equity impacts that may arise are responded to on a case-by-case basis by the appropriate project partners.

SR 57/60 Interchange Improvements Project

Disadvantaged Business Enterprise (DBE)/ Small Business Enterprise (SBE)

The Project is administered by SGVCOG and has identified a 24% Disadvantaged Business Enterprise (DBE) goal. Per the recent DBE Interim Final Rule published in the Federal Register on October 3, 2025, effective immediately, DBE contract goal setting along with DBE monitoring and compliance on all federally funded projects, is suspended until further notice.

Project-Based Equity Considerations

The SR 57/60 Interchange Improvements Project area is not located within or directly adjacent to EFCs. However, EFCs are located within 10 miles to the east, northeast, and west of the Project locations. Implementation of the Project will also not result in the displacement of or other negative impacts on disadvantaged or low-income communities.

The SR-57 and SR-60 freeways are critical transportation and goods movement corridors within the San Gabriel Valley in Los Angeles County. The current lane configuration and loss of lanes through the interchange, combined with high truck and vehicle volumes, causes weaving and merging patterns that create safety risks and a regional traffic chokepoint, causing severe congestion and frequent collisions. This confluence segment of SR-57 and SR-60 has been identified by the American Transportation Research Institute's 2024 ranking as the seventh-worst bottleneck in the United States and among the worst bottlenecks in California, with a truck-related collision rate 50 percent higher than the state average for comparable facilities.

Community Engagement

The SGVCOG, through its Capital Projects and Construction Committee, provides support services for the SR 57/60 Interchange Improvements Project based on its experience in delivering infrastructure projects within the subregion. This experience includes work previously carried out by the Alameda Corridor-East Construction Authority, which has implemented multiple grade separation projects in the San Gabriel Valley since 1998, including many in proximity to the SR 57/60 project location. SGVCOG also coordinates with communities in the project area to conduct outreach related to major construction activities, including detours and road closures, to keep residents, businesses, and stakeholders informed. In addition, SGVCOG provides construction updates through its agency website to support public access to current project information. Any unintended equity impacts that may arise are addressed on a case-by-case basis by the appropriate project partners.

VEHICLE MILES TRAVELED OUTCOME

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

While the agency remains committed to reducing VMT through transit and multimodal investments, some projects may induce or increase personal vehicle travel. However, these individual projects aim to ensure the efficient and safe movement of people and goods. The projects identified in this Board Report will likely increase VMT in LA County, as it includes updates to Measure M funded highway projects. Although some individual projects may not directly contribute to the achievement of the Board-adopted VMT Reduction Targets, the VMT Targets were developed to account for the cumulative effect of a suite of programs and projects within the Metro region, which individually may induce or increase VMT. Additionally, Metro has a voter-approved mandate to deliver multimodal projects that enhance mobility while ensuring the efficient and safe movement of people and goods.

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

SR-71 South Segment Project

SR-71 South will likely increase VMT in Los Angeles County as it involves constructing one additional mixed flow lane for approximately 3.1 miles in each direction that encourages driving alone. One additional High Occupancy Vehicle (HOV) lane (that extends north to the I-10 freeway) will also be constructed to close the gap in the HOV system; provide mobility options; and promote increased carpool, vanpool, and bus transit usage along the SR-71 corridor.

This safety and mobility improvements project along SR-71 is identified in the voter Measure M Expenditure Plan and was cleared environmentally decades ago, prior to the California Environmental Quality Act VMT analyses requirement.

SR 57/60 Interchange Improvements Project

SR 57/60 Interchange Improvements Project is likely to increase VMT in Los Angeles County, as it includes the construction of a new travel lane, new eastbound on- and off-ramps, and the reconstruction of the Grand Avenue Bridge to reduce merging conflicts. While these improvements may encourage solo driving, they are designed to enhance safety, improve mobility, and reduce delays for both passenger and freight vehicles at one of the most significant truck bottlenecks in California and the United States.

Prepared by:

John Yang, Deputy District Director, Caltrans District 7, (213) 761-3255

Kevin Lai, Director of Capital Projects, SGVCOG, (626) 457-1800

Robert Machuca, Deputy Executive Officer, Complete Streets & Highways, (213) 418-3467

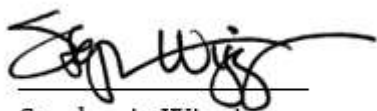
Michelle E. Smith, Executive Officer, Complete Streets & Highways, (213) 547-4368

Avital Barnea, Senior Executive Officer, Multimodal Integrated Planning, (213) 547-4317

Nicole Ferrara, Deputy Chief Planning Officer, (213) 547-4322

Reviewed by:

Ray Sosa, Chief Planning Officer, (213) 547-4274

A handwritten signature in black ink, appearing to read 'Step Wiggins', written over a horizontal line.

Stephanie Wiggins
Chief Executive Officer

Caltrans Quarterly Update

(#2026-0384)

July 15, 2026

Construction Committee

Los Angeles County Metropolitan Transportation Authority



Project Budget & Schedule Status Summary Chart

		Cost Performance		Schedule Performance		
Project	Disadvantage Business Enterprise Goal	Variance Approved LOP	Variance Revised Budget	Variance Original	Variance Revised Schedule	Comments
State Route 71 South Segment	N/A					Contract progress: Substantial complete. All widened roadway completed. Punchlist is being worked on with the contractor.

State Route 71 South Segment

BUDGET				
	FA	Approved LOP	Previous Period	Current Forecast
	\$124.1M	\$124.1M	\$124.1M	\$124.1M
	Variance from Approved Life Of Project (LOP):		\$0 (0%)	\$0 (0%) 
	Variance from Revised Budget:			\$0 

SCHEDULE				
	Original	Approved Rebaseline	Previous Period	Current Forecast
	Spring 2024	N/A	Spring 2024	Fall 2025
	Variance from Original Working Days (WD):		0 WD (0%)	248 WD (26%) 
	Variance from Revised Schedule:			N/A 



State Route 71 (SR-71) South Segment

- Project reached substantial completion milestone (new lanes opened to traffic) on 10/31/25. Working with the contractor to complete punchlist items.
- HOV lane striping has been completed on April 7, 2026. All lanes are open to traffic.
- Plant Establishment will be completed in November 2026.



State Route (SR)-71



Project Budget & Schedule Status Summary Chart

		Cost Performance		Schedule Performance		
Project	Disadvantage Business Enterprise Goal	Variance Approved Life of Project	Variance Revised Budget	Variance Original	Variance Revised Schedule	Comments
State Route (SR) 57/60 Interchange Improvements	N/A					Contract progress: 52 % complete. - Current Delay: The contractor is approximately 133 working days (6 months) behind schedule. - Substantial completion is currently past the 2028 Summer Olympics. Operational capacity will not be affected due to construction. - This includes a schedule delay attributable to a late notification to Southern California Edison (SCE) by the contractor. - Working on value engineering with Caltrans seeking approval on revised staging for concurrent bridge construction, potentially mitigating months of delay. - Working on value engineering with Engineer of Record (EOR) to evaluate soil settlement periods at Grand Avenue, potentially mitigating months of delay. - Contractor is also looking at options to accelerate bridge.

State Route (SR) 57/60 Interchange Improvements

BUDGET				
	Construction Funding Agreement	Approved Construction Funding Agreement	Previous Period (as of January 2026)	Current Forecast
	\$275.6M	\$275.6M	\$140M*	\$275.6M
	Variance from Approved Construction Funding Agreement:		\$0 (0%)	\$0 (0%) 
	Variance from Revised Budget:			\$0 

*Number reflects \$140M spent of the budgeted \$275.6M as of January 2026.

SCHEDULE				
	Original	Approved Baseline	Previous Period	Current Forecast
	July 2028	July 2028	February 2029	September 2028
	Variance from Original Working Days (WD):		133 WD	0 WD 

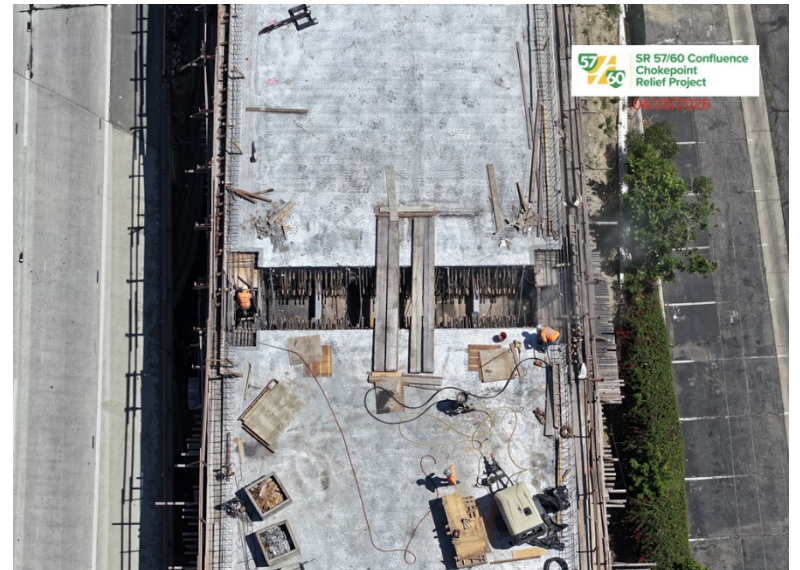
**Substantial completion (Grand Avenue Bridge) is anticipated in July 2028 (ahead of the 2028 Olympic Games).

State Route (SR) 57/60 Interchange Improvements

- Construction Progress: 52% complete as of May 2026.
- Continued retaining wall construction at various locations.
- Continued utility relocations at various locations.
- Continued Civil Work for Eastbound SR-60 mainline and Golden Springs Drive Undercrossing Roadway.
- Continued foundation work for Retaining Wall #110 (Grand Avenue Eastbound SR-60 On-ramp).
- Stem and Soffit pour Grand Ave bridge



Placement of rebar and formwork at Grand Avenue bridge



Bridge Rebar and Concrete Work at the Viaduct

