



**Metro**

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

**Agenda - Final**

**Wednesday, September 18, 2024**

**1:00 PM**

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## **Construction Committee**

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*Hilda Solis*

*Katy Yaroslavsky*

*Gloria Roberts, non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

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(ALSO APPLIES TO BOARD COMMITTEES)

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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.

**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.

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The Committee Meeting begins at 1:00 PM Pacific Time on September 18, 2024; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 202-735-3323 and enter  
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***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.***

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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 18 de Septiembre de 2024. Puedes unirte a la llamada 5 minutos antes del comienso de la junta.

Marque: 202-735-3323 y ingrese el codigo  
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Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."

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Los Angeles, CA 90012



**CALL TO ORDER****ROLL CALL**

10. **SUBJECT: CONSTRUCTION MANAGEMENT SUPPORT SERVICES (CMSS) FOR BATTERY ELECTRIC BUS CHARGER INFRASTRUCTURE** [2024-0397](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a cost plus fixed fee Contract No. AE120406MC083, to Anser Advisory, to provide Construction Management Support Services for Battery Electric Bus (BEB) Charging Infrastructure Projects located at our bus operation divisions, transit centers, as well as opportunity chargers along current BEB routes for a term of 3 years at a not to exceed total contract value of \$6,012,319, subject to the resolution of any properly submitted protest(s), if any.

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

11. **SUBJECT: METRO TRAINING & INNOVATION CENTER (MTIC)** [2024-0541](#)

**RECOMMENDATION**

CONSIDER:

- A. INCREASING the Life of Project Budget for the Metro Training & Innovation Center (Project) by \$1,409,000, from \$19,900,000 to \$21,309,000; and
- B. AUTHORIZING the Chief Executive Officer to amend the FY25 Budget in the amount of \$1,091,000 to fund operational costs for the Metro Training & Innovation Center.

**Attachments:** [Attachment A - Funding and Expenditure Plan Presentation](#)

12. **SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY (PLA/CCP)** [2024-0504](#)

**RECOMMENDATION**

RECEIVE AND FILE status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending June 2024.





## Board Report

File #: 2024-0397, File Type: Contract

Agenda Number: 10.

### CONSTRUCTION COMMITTEE SEPTEMBER 18, 2024

**SUBJECT: CONSTRUCTION MANAGEMENT SUPPORT SERVICES (CMSS) FOR BATTERY ELECTRIC BUS CHARGER INFRASTRUCTURE**

**ACTION: AWARD AND EXECUTE CONTRACT**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a cost plus fixed fee Contract No. AE120406MC083, to Anser Advisory, to provide Construction Management Support Services for Battery Electric Bus (BEB) Charging Infrastructure Projects located at our bus operation divisions, transit centers, as well as opportunity chargers along current BEB routes for a term of 3 years at a not to exceed total contract value of \$6,012,319, subject to the resolution of any properly submitted protest(s), if any.

#### **ISSUE**

In June 2021, Metro's Board of Directors approved a Life of Project (LOP) budget of \$50 million to commence in FY22 for Phase 1 for the charging infrastructure needed to electrify the J Line. In February 2024, Metro released an Invitation for Bid (IFB) for the lowest responsive and responsible bidder to construct the infrastructure required to install BEB charging equipment at Division 9 and the El Monte Transit Center (EMTC). This action authorizes a contract award to Anser Advisory to provide Construction Management Support Services initially for the Division 9 and EMTC project, as well as other BEB Charger Infrastructure projects during the term of the contract authorized through a Task Order, subject to the availability of funds.

#### **BACKGROUND**

In July 2017, the Metro Board of Directors approved Motion #50 by Directors Bonin, Garcetti, Najarian, Hahn, and Solis, which endorsed a Zero Emission Bus (ZEB) Strategic Plan to transition Metro's bus fleet to zero emission by 2030, contingent on envisioned cost and performance equivalence with compressed natural gas (CNG) buses and continued advancements in charging infrastructure. In 2018, the California Air Resources Board's (CARB) Innovative Clean Transit (ICT) regulation mandated that all transit agencies in the State operate zero emission fleets by 2040. In addition, ICT ZEB purchase requirements for large transit agencies require 25% of bus purchases to be zero emission by 2023, 50% beginning in 2026, and 100% beginning in 2029. Metro must install charging infrastructure at several locations to support full electrification of the J

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Line. These locations include Division 9, EMTC, Division 18, and the Harbor Gateway Transit Center (HGTC). Construction at HGTC is nearing completion and will provide the J Line with 8 opportunity chargers. Division 18 has mobile charging equipment and is part of a solicitation package that will be advertised in early 2025. Phase 1 of Division 9 will result in the addition of 120 depot chargers and 4 opportunity chargers. In addition, the EMTC will include 4 opportunity chargers.

## **DISCUSSION**

The CMSS will provide review support of the technical bid documents, administration, inspection services, and technical support during the bid period, and construction and close out phases of the project. The CMSS will provide skilled individuals to assist Metro with the construction management of the projects. The consultant team will reside in an integrated project field office with Metro staff and will work with the contractors, Southern California Edison (SCE), and division staff to ensure the project is delivered on time and on budget while minimizing disruption to current division bus operations. The selected proposer has the experience and competence in construction support services, design bid-build, and integrated team structures on some of the most challenging and complex projects in Los Angeles County.

The CMSS Contract is for a base term of three (3) years and will be a cost plus fixed fee contract, meaning the consultant services will be performed within the cost constraints of an Advanced Cost Agreement (ACA). The ACA will include negotiated direct labor rates, indirect cost rates, general and administrative expenses (if applicable), fixed fee, and negotiated labor hours for the level of effort to match the work. The contract will be funded on a task order basis from project budgets with consideration given to information available at the time of planning and applicable time constraints on the performance of the work. Metro Program Management shall ensure that strict project controls are in place so that Metro may closely monitor the expenditure of the contract not-to-exceed amount and schedule. No funds are obligated until negotiations for each task order are finalized within the total not-to-exceed amount approved by the Board. Further background regarding the recommended firm is included in Attachment A - Procurement Summary.

## **DETERMINATION OF SAFETY IMPACT**

This Board action will not have an adverse impact on safety standards for Metro.

## **FINANCIAL IMPACT**

The CMSS consultant will be managed by the Program Management Office Project Manager, and it will use available project funds budgeted as professional services under project 201061 - Infrastructure J/Silver Line and shall remain within the authorized budget(s). Since this is a multi-year project, the Cost Center Manager, Project Manager(s), and Sr. Executive Officer of Vehicle Engineering and Acquisition, in coordination with the Program Management Office Project Manager, will be responsible for budgeting the costs in future years.

## **Impact to Budget**

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There are no impacts to the FY25 budget. All action under this contract will be funded within the LOP budget. Currently, \$1,000,000 is allocated in the FY25 budget under project 201061 - Infrastructure J/Silver Line, account 50316 Professional Services. The current source of funds for this action are Low Carbon Transit Operations Program (LCTOP) and Transportation Development Act (TDA).

### **EQUITY PLATFORM**

The J Line provides bus services to Equity Focus Communities (EFC's) and serves the following ridership (Fall 2019 Silver Line Rider Survey):

- 48% below \$25K household income (42.5% below poverty line)
- 68.3% had no car available
- 74% use transit 5+ days a week
- Rider Ethnicity: Latino 58.3%; Black 15.2%; White 10.6%; Asian/Pacific Islander 9.8%; Other 6.1%

It is recognized that BEBs provide improved air quality and quieter services compared to current Renewable Natural Gas (RNG) bus fleet. Division 9 is located within an EFC and CalEnviroScreen Disadvantaged Community (DAC). 59% of communities served are designated DACs.

Program Management presented at the Transportation Business Advisory Council and attended meetings with the Small Business Community to further define the experience and background for this solicitation. Contract No. AE120406MC083 includes a twenty-seven percent (27%) goal for Small Business Enterprise (SBE), as well as a three percent (3%) Disabled Veteran Business Enterprise requirement of the Total Contract Price. Anser Advisory made a commitment of 30% SBE and a 3% DVBE commitment. DEOD will actively monitor the consultant and their subcontracting plan to ensure the awarded party will uphold their commitment to the SBE and DVBE goals during the Contract term

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

These recommendations support Goal #3, Enhance communities and lives through mobility and access to opportunity and Goal #4 Transform LA County through regional collaboration and national leadership.

### **ALTERNATIVES CONSIDERED**

The Board may reject the recommendations. Staff does not recommend this, as rejection will require an extensive hiring effort to provide permanent staff to fill the required positions, several of which are anticipated to be temporary. This would not be cost effective and could cause delays, since many of the CMSS staff are only required on a periodic basis for peak workloads and specific tasks over the life of the project.

### **NEXT STEPS**

Upon Board approval of this recommended action, staff will execute Contract No. AE120406MC083 with Anser Advisory to provide construction management support services for the Battery Electric Bus

Charging Infrastructure Project.

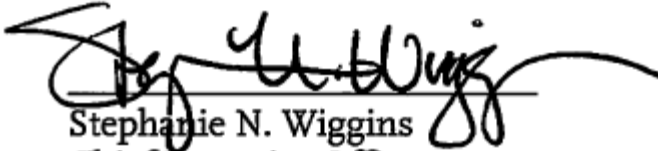
**ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Michelle Quinn, Deputy Executive Officer Program Management (213) 922-3026  
Shaun Miller, Deputy Executive Officer, Operations (213) 922-4952  
Carolina Coppolo, Deputy Chief Vendor/Contract Management Officer (Interim),  
(213) 922-4471

Reviewed by: Conan Cheung, Chief Operations Officer, (213) 418-3034  
Tim Lindholm, Interim Chief Program Management Officer, (213) 922-7297  
Nalini Ahuja, Chief Financial Officer, (213) 922-3088



Stephanie N. Wiggins  
Chief Executive Officer

PROCUREMENT SUMMARY

CONSTRUCTION MANAGEMENT SUPPORT SERVICES (CMSS) FOR BATTERY ELECTRIC BUS CHARGER INFRASTRUCTURE  
CONTRACT NO. AE120406MC083

1.	<b>Contract Number:</b> AE120406MC083	
2.	<b>Recommended Vendor:</b> Anser Advisory Consulting, LLC dba Anser Advisory	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> February 20, 2024	
	<b>B. Advertised/Publicized:</b> February 20, 2024	
	<b>C. Pre-Proposal Conference:</b> February 27, 2024	
	<b>D. Proposals Due:</b> April 8, 2024	
	<b>E. Pre-Qualification Completed:</b> May 22, 2024	
	<b>F. Organizational Conflict of Interest Review Completed by Ethics:</b> April 26, 2024	
	<b>G. Protest Period End Date:</b> September 24, 2024	
5.	<b>Solicitations Picked up/Downloaded:</b> 94	<b>Proposals Received:</b> 4
6.	<b>Contract Administrator:</b> Diana Dai-Tsang	<b>Telephone Number:</b> (213) 418-3310
7.	<b>Project Manager:</b> Anthony Defrenza	<b>Telephone Number:</b> (213) 922-7107

**A. Procurement Background**

This Board Action is to approve the award of Contract No. AE120406MC083 to Anser Advisory Consulting, LLC dba Anser Advisory (Anser) to provide Construction Management Support Services (CMSS) for Battery Electric Bus (BEB) Charger Infrastructure projects for a period of performance of 3 years and authorize funding for the contract in the not-to-exceed amount of \$6,012,319. Board approval of contract awards are subject to resolution of any properly submitted protest(s), if any.

The CMSS consultant will assist Metro in the management of BEB Charger Infrastructure projects by providing construction support services for administering the design and construction contract(s) projects associated with installation of charging infrastructure to support Metro’s plans to convert its existing fleet for CNG buses to battery electric buses and ensure that the construction of various projects are administered and completed in compliance with contract requirements and government regulations. The services will initially focus on supporting Metro for the construction of Division 9/EMTC Charging Infrastructure Project. Work Plans for the CMSS consultant will be negotiated annually for each project authorized through a Task Order, subject to availability of funds.

This was a qualification-based procurement performed in accordance with Metro's Procurement Policies and Procedures, and California Government Code §4525-4529.5 for Architectural and Engineering (A&E) services. Cost was not an evaluation factor. The contract type will be a Cost-Plus Fixed Fee (CPFF) type contract and is subject to available funds based on Task Order Plans. The first Task Order will cover required CM support services during the Fiscal Year (FY) 2025 for the Division 9/EMTC Charging Infrastructure Project.

Metro issued Request for Proposal (RFP) No. AE120406MC083 on February 20, 2024 that was advertised in the LA Sentinel, Asian Week, South Bay Daily Breeze, Los Angeles Daily News and La Opinion and posted on Metro's Vendor Portal.

A virtual pre-proposal conference was held on February 27, 2024 and was attended by 29 individuals representing 20 different firms. A total of 94 individuals from various firms downloaded the RFP package from Metro's Vendor Portal.

Three amendments were issued during the solicitation phase of this RFP and included the following summary updates:

- Amendment No. 1, issued on February 28, 2024, to delete and add SP-05 "Insurance Requirements."
- Amendment No. 2, issued on March 11, 2024, to revise solicitation Exhibit 14 – Staffing Plan for Division 9/EMTC.
- Amendment No. 3, issued on March 18, 2024, to revise and add Experience/Performance Questionnaire instructions; to add Cost and Fee Proposal submittal date clarification; to add "Certification of Prospective Contractor and Lower tier Participant Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion" on the listing of 1.4 CERTIFICATION FORMS.

A total of four proposals were received on April 8, 2024 from the following firms listed below in alphabetical order:

1. AECOM Technical Services, Inc. (AECOM)
2. Anser Advisory Consulting, LLC dba Anser Advisory (Anser)
3. Atlas Technical Consultants, LLC (Atlas)
4. United Engineering and Construction Management (UECM + DE)

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of Metro staff from Construction Management, Operations, and Planning was convened to conduct a comprehensive evaluation of the proposals received.



The proposals were evaluated based on the following evaluation criteria and associated weights set forth in the RFP:

- Experience and Capabilities of the Firms on the Proposer’s Team 30%
- Key Personnel’s Skills and Experience 35%
- Understanding and Approach to Service Delivery 35%
- Total 100%

The evaluation criteria are appropriate and consistent with criteria developed for other similar A&E procurements. Several factors were considered when developing the weights, giving the greatest importance to the Key Personnel’s Skills and Experience, and Understanding and Approach to Service Delivery.

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

**Qualifications Summary of Recommended Consultant:**

The PET determined that the proposal from Anser Advisory demonstrated exceptional competence and professional qualifications to perform the services required and is determined to be the most qualified proposer. Anser Advisory demonstrated, through their written proposal, extensive technical experience performing construction management support services involving the management of Zero Emissions Bus (ZEB) charging infrastructure projects and having a significant pool of personnel with expertise in meeting the requirements identified in the Scope of Services. Anser Advisory also demonstrated a thorough understanding of managing multiple deliverables with an excellent record in client satisfaction on Metro projects and similar projects around Los Angeles County.

Furthermore, this team demonstrated that it is well versed in providing the Scope of Services related to this contract and has the capabilities to provide staffing for the type of work that is required under this contract.

The scoring was based on evaluation of the written proposals received from the proposers and oral presentations. All four proposers participated in oral presentations to the PET on May 17, 2024. The results of the final scoring are shown below, in the order of their ranking:

<b>Firm</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>Anser Advisory</b>				
Experience and Capabilities of the Firms on the Proposer's Team	88.60	30.00%	26.58	
Key Personnel's Skills and Experience	91.78	35.00%	32.12	
Understanding and Approach to Service Delivery	85.92	35.00%	30.07	
<b>Total</b>		<b>100.00%</b>	<b>88.77</b>	<b>1</b>
<b>AECOM</b>				
Experience and Capabilities of the Firms on the Proposer's Team	86.47	30.00%	25.94	
Key Personnel's Skills and Experience	88.49	35.00%	30.97	
Understanding and Approach to Service Delivery	83.03	35.00%	29.06	
<b>Total</b>		<b>100.00%</b>	<b>85.97</b>	<b>2</b>
<b>Atlas</b>				
Experience and Capabilities of the Firms on the Proposer's Team	82.44	30.00%	24.73	
Key Personnel's Skills and Experience	89.80	35.00%	31.43	

Understanding and Approach to Service Delivery	82.83	35.00%	28.99	
<b>Total</b>		<b>100.00%</b>	<b>85.15</b>	<b>3</b>
<b>UECM + DE</b>				
Experience and Capabilities of the Firms on the Proposer's Team	76.50	30.00%	22.95	
Key Personnel's Skills and Experience	83.49	35.00%	29.22	
Understanding and Approach to Service Delivery	77.63	35.00%	27.17	
<b>Total</b>		<b>100.00%</b>	<b>79.34</b>	<b>4</b>

### C. Cost Analysis

A cost analysis of all the elements of cost, direct labor rates, indirect cost (overhead, etc.) rates and other allowable direct costs was performed in accordance with Metro's Procurement Policies and Procedures, including fact-finding, and clarifications to determine the costs are fair and reasonable. Metro negotiated indirect cost rates as provisional rates, plus a fixed fee factor to establish a fixed fee amount based on the total estimated cost of performance of the Scope of Services, during the contract term for each Task Order. Work Plans for the CMSS consultant will be negotiated annually for each project authorized through a Task Order, subject to availability of funds.

Audits will be performed, where required, for those firms on the team without a current compliant audit of their indirect cost rates, in accordance with Federal Acquisition Regulation (FAR) Part 31. In order to prevent any unnecessary delay in contract award, provisional indirect cost rates have been established subject to retroactive Contract adjustments upon completion of any necessary audits.

<b>Contract Duration</b>	<b>Cost Proposal Amount</b>	<b>Metro ICE</b>	<b>NTE Funding Amount</b>
Base Period – 3 years	\$5,260,015	\$6,986,608	\$6,012,319

During negotiations, the level of effort was increased from Anser's initial cost proposal by an additional 2,000 labor hours over the period of performance of

three (3) years. The additional level of effort is attributed to additional support needed for third party coordination for the Charge-Ready Program, which was part of the Scope of Services.

#### **D. Background on Recommended Contractor**

Anser Advisory (Anser), is a wholly owned subsidiary of Accenture LLP, a national program management, project/construction management and engineering consulting leader. Anser has more than 10 years of experience and expertise managing projects and programs for transit agencies and public clients in Los Angeles County and the larger Southern California region.

Anser was selected to provide Construction Management Support Services (CMSS) on the Division 20 Portal Widening Turnback Facility Project, the Program Management Support Services as the prime consultant for Sepulveda Transit Corridor project, and Construction Support Services Consultant for the Metro Center Street Project. Anser also provides CMSS services as a subconsultant on the I-105 Express Lanes CM/GC Project, the Regional Connector Project, and the Harbor Gateway Transit Center Electric Bus Charging Infrastructure. Their performance has been satisfactory.

Anser is located in downtown Los Angeles.

## DEOD SUMMARY

**CONSTRUCTION MANAGEMENT SUPPORT SERVICES FOR BATTERY ELECTRIC  
BUS CHARGER INFRASTRUCTURE / AE120406MC083**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established an overall 27% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this Task Order solicitation. Anser Advisory Consulting, LLC (Anser) met and exceeded the goal by making a 30.00% SBE and 3.00% DVBE commitment. Anser listed three SBE firms without commitments for roles which might be needed in the future.

<b>Small Business Goal</b>	<b>27% SBE 3% DVBE</b>	<b>Small Business Commitment</b>	<b>30.00% SBE 3.00% DVBE</b>
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	<b>SBE Subcontractors</b>	<b>% Committed</b>
1.	D'Leon Consulting Engineers	16.83%
2.	V&A	13.17%
3.	Suenram & Associates, Inc.	TBD
4.	Ultrasystems Environmental, Inc.	TBD
5.	PQM, Inc	TBD
	<b>Total Commitment</b>	<b>30.00%</b>

	<b>DVBE Subcontractor</b>	<b>% Committed</b>
1.	Casamar Group, LLC	3.00%
	<b>Total Commitment</b>	<b>3.00%</b>

**B. Local Small Business Preference Program (LSBE)**

The LSBE Preference Program does not apply to Architecture and Engineering procurements. Pursuant to state and federal law, price cannot be used as an evaluation factor.

**C. Living Wage and Service Contract Worker Retention Policy Applicability**

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

**D. Prevailing Wage Applicability**

Prevailing Wage requirements are applicable to this contract. DEOD will monitor contractors' compliance with the State of California Department of Industrial

Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

**E. Project Labor Agreement/Construction Careers Policy**

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

AWARD AND EXECUTE CONTRACT:

# Construction Management Support Services (CMSS) for Battery Electric Bus Charger Infrastructure



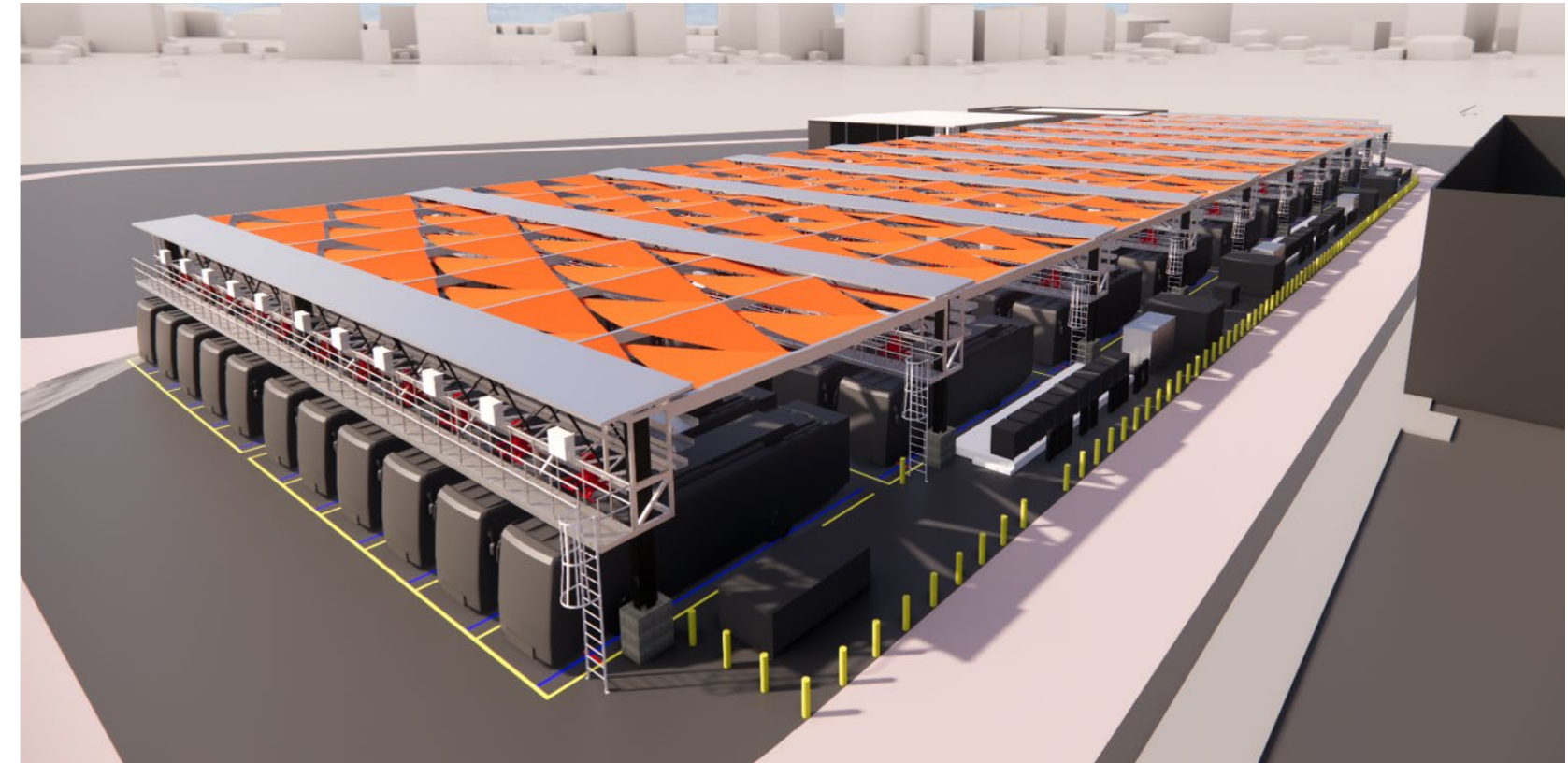
Regular Board Meeting  
September 26, 2024

# SCOPE



The CMSS consultant will assist Metro administering the design and construction contracts for projects associated with installation of charging infrastructure to support the conversion to battery electric buses and ensure that the construction of various projects are administered and completed in compliance with contract requirements and government regulations.

Work Plans for the CMSS consultant will be negotiated annually for each project authorized through a Task Order, subject to availability of funds.



Rendering of the Division 9 Battery Electric Bus Depot Charging

The services will initially focus on supporting Metro during the construction of Division 9 and El Monte Transit Center Charging Infrastructure Project currently under construction.



# PROCUREMENT EVALUATION



## Proposal Evaluation Team (PET)

- Construction Management
- Operations
- Countywide Planning

EVALUATION CRITERIA	MAXIMUM POINTS	ANSER ADVISORY	AECOM	ATLAS	UECM + DE
Experience and Capabilities of the Firms on the Proposer's Team	30	26.58	25.94	24.73	22.95
Key Personnel's Skills and Experience	35	32.12	30.97	31.43	29.22
Understanding and Approach to Service Delivery	35	30.07	29.06	28.99	27.17
<b>Total Score</b>	<b>100</b>	<b>88.77</b>	<b>85.97</b>	<b>85.15</b>	<b>79.34</b>

DEOD Goal: 27% SBE; 3% DVBE

Anser Commitment: 30% SBE; 3% DVBE

# RECOMMENDATION



**AUTHORIZE** the Chief Executive Officer to award a cost plus fixed fee Contract No. AE120406MC083, to Anser Advisory, to provide Construction Management Support Services for Battery Electric Bus (BEB) Charging Infrastructure Projects located at our bus operation divisions, transit centers, as well as opportunity chargers along current BEB routes for a term of 3 years at a not to exceed total contract value of \$6,012,319 subject to the resolution of any properly submitted protest(s), if any.

# NEXT STEPS



Upon Board approval of this recommended action, staff will execute Contract No. AE120406MC083 with Anser Advisory to provide construction management support services for the Battery Electric Bus Charging Infrastructure Project.

# Q&A





## Board Report

File #: 2024-0541, File Type: Budget

Agenda Number: 11.

### CONSTRUCTION COMMITTEE SEPTEMBER 18, 2024

**SUBJECT: METRO TRAINING & INNOVATION CENTER (MTIC)**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

CONSIDER:

- A. INCREASING the Life of Project Budget for the Metro Training & Innovation Center (Project) by \$1,409,000, from \$19,900,000 to \$21,309,000; and
- B. AUTHORIZING the Chief Executive Officer to amend the FY25 Budget in the amount of \$1,091,000 to fund operational costs for the Metro Training & Innovation Center.

#### **ISSUE**

The Life of Project (LOP) budget for the Metro Training & Innovation Center Project requires an increase of \$1,409,000 for additional costs related to tenant improvements and furniture, fixtures, and equipment for the office space. The FY25 Budget will also need to be amended in the total amount of \$1,091,000 to pay for the Project's first year operations. The LOP budget increase and FY25 budget amendment will be funded by the FY2023 Transit Infrastructure Grant for \$2,500,000 which is eligible for use on both capital and operating costs associated with the Metro Training & Innovation Center.

#### **BACKGROUND**

The Evermont mix-used development located at Vermont Avenue and Manchester Avenue consists of a six-story mixed-use affordable housing and community-serving retail, an open transit plaza, a job training center, a six-story SEED boarding school with faculty residential units, full-service grocery store, and 383 parking spaces located at the ground-level and within a 3.5-level parking structure.

The Project features 15,000 square feet of office space and includes five large rooms designed as flexible conference spaces that can be utilized as a computer lab, training room, and to host a number of professional development programs. The Project has 60 dedicated parking spaces, passenger elevator, Metro signage, and transit-related amenities throughout the Transit Plaza.

In October 2020, the Board approved a Life of Project budget of \$19,900,000 and authorized the Chief Executive Officer to finalize negotiations on ancillary terms, execute agreements, and to authorize construction and funding Metro's share of the mixed-use development. Since that time, Metro executed an Office Lease with the Developer, Primestor, and include the following:

- Metro to design and fund the construction of the tenant improvements in an amount not to exceed \$11,600,000.
- Owner to construct the shell and exterior of the space.
- Owner to construct the tenant improvements according to Metro's approved final design.
- Duration of a 15 year lease with four five year options.
- Annual base rent starting at \$630,000 and subject to CPI increases not to exceed 3%.
- Base rent includes janitorial service, trash removal, pest control, electricity, natural gas, water, and sewer (if applicable).
- Metro will have access to 60 reserved parking spaces throughout the term of the agreement.
- The location of the reserved parking spaces is subject to Metro's approval.
- The term of the Parking Rights Agreement is 35 years.

As of this report, the Project is approximately 55% complete and is on schedule for completion before December 2024.

## **DISCUSSION**

### **LOP Increase**

The approved LOP budget was based on the conceptual design prepared during final office lease negotiations with the Developer. Since then, Project staff have completed the design and authorized construction of the tenant improvements. The Developer and Project Staff have been working diligently to complete the project within the approved budget; approximately \$11,751,000 has been expended to date however, the LOP as established prior to the contract notice-to-proceed has been determined to be inadequate given the complexity of the Project.

During the construction, several unanticipated design issues and different site conditions resulted in impacts to the project budget. For example, the field condition of the ceiling height and structural beams of the core and shell conflicted with the design of the tenant improvements. This led to extensive redesign of mechanical, electrical, and plumbing (MEP) lines and elimination of interior walls. As a result, construction and design support during construction increased by \$636,000. In addition, the estimated cost to procure the furniture, fixtures, and equipment needed to open the center is \$773,000. The total forecast of costs for additional design services during construction, furniture, fixtures, and equipment necessary for project opening is \$1,409,000.

This LOP increase addresses all current and future direct and indirect cost impacts and will provide sufficient funding to cover the increased costs through completion of the project.

### **Budget Amendment**

Once complete, the Metro Training & Innovation Center will provide professional development resources and job training for existing Metro employees and residents from across the County

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seeking employment and professional advancement. Metro Staff are designing programming for the Metro Training & Innovation Center to build the future's infrastructure workforce.

An FY25 budget amendment of \$1,091,000 is needed for operational costs, including the lease, staffing needed to operate the MTIC five days a week, marketing, and community outreach, and administrative costs related to opening and the day-to-day operations.

### MTIC Programming

The Metro Training & Innovation Center will provide resources and job training for existing Metro employees and residents from across the County seeking employment and professional advancement.

- For existing Metro employees, staff have designed workforce development programming to include skills training (resume and interview workshops), a testing center, professional development programming (Metro Leadership Academy and EnoMAX), internship programs and youth initiatives. MTIC will provide computer lab access for employees to conduct mandatory and specialized trainings related to their job functions.

For residents across the County, Metro will host hiring and recruitment initiatives, including but not limited to Job Fairs, Room to Work Initiatives/Workforce Re-entry Trainings, and Veterans Career Transition Workshops. MTIC will offer access to Metro's job board and online application system for job seekers. Metro is exploring partnership opportunities with community and government stakeholders who have existing job readiness programs such as work centers focused on careers in various fields from construction, logistics and transportation.

### DETERMINATION OF SAFETY IMPACT

Approval of these actions will have no impact on safety. The completion of this Mixed-Use Development and Transit Plaza will offer opportunities to improve safety for transit riders by installing new lighting and activating the area with new uses and transit related amenities.

### FINANCIAL IMPACT

The LOP budget increase in project 405901 and FY25 budget amendment for the first year's operating costs will be funded by the FY2023 Transit Infrastructure Grant for \$2,500,000 which is eligible for use on both capital and operational costs associated with Metro Training & Innovation Center. An FY25 budget amendment is not required for the capital costs as an annual budget of \$4,297,617 has been included in the FY25 adopted budget in cost center 8510 and project 405901.

In an effort to keep future costs neutral, Metro will engage community partners and issue a Request for Proposals to workforce development agencies and community-based organizations, allowing the opportunity to compete for hosting programming at the MTIC. The first year of use will be at no cost to the community and will be funded through the FY2023 Transit Infrastructure Grant. In addition, Metro will pursue additional grant funding to contribute towards future MTIC costs.

This is a multi-year Project with substantial completion in the second quarter of Fiscal Year 25. Upon approval of the revised LOP budget, staff will manage the Project within the Board approved budget.

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It is the responsibility of the Project Manager to budget for the MTIC project in future fiscal years.

### Impact to Budget

The FY25 budget impact is \$1,091,000 which includes operational costs for the Metro Training & Innovation Center. Funding sources come from the FY2023 Transit Infrastructure Grant.

## **EQUITY PLATFORM**

The Evermont Mixed Use Project presents a unique opportunity for Metro to engage South Los Angeles community residents in the revitalization efforts aimed at transforming a site that has been vacant and undeveloped since the civil unrest of 1992 into a viable community asset. The project is located within a cluster of equity focus communities, in which, approximately 63% of residents are Latino, 36% are Black, and 39% of the households earning less than \$25K a year. Additionally, less than 4% of the residents in the area have a four-year degree. There are stark disparities in employment, education, housing, and food access.

This request to increase the LOP and amend the FY25 budget would ensure that Metro fulfills its commitment to expand access to workforce development opportunities for residents living nearby, as well as disadvantaged residents from across the county seeking opportunities for job training to prepare themselves for careers in the transportation infrastructure industry. Metro's continued investment in this historically disinvested community, and development of the MTIC will help address the community's pronounced need for affordable housing, fresh grocery stores, access to education, job training opportunities, and providing mobility options for a community with less access to transit. This decision will help address the economic inequities that continue to plague our region.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This action directly supports the Project, which is consistent with Metro's Strategic Plan Goals to enhance communities and lives through mobility and access to opportunity. By constructing the Metro Training & Innovation Center, the Project seeks to better connect residents to workforce development opportunities and a wider range of regional employment, travel, and cultural opportunities.

## **ALTERNATIVES CONSIDERED**

The Board may choose not to adopt the proposed increase to the LOP. This would not be recommended because without the additional grant funds, Metro could not complete the tenant improvements and furniture, fixtures, and equipment for the project and meet our grant obligations. Moreover, the MTIC will not only be integral component of a larger development to help to revitalize the South Los Angeles area, but also serve as a resource for existing employees and disadvantaged community members seeking employment and professional development.

## **NEXT STEPS**

Upon approval, staff will revise the LOP budget and execute necessary modifications to the



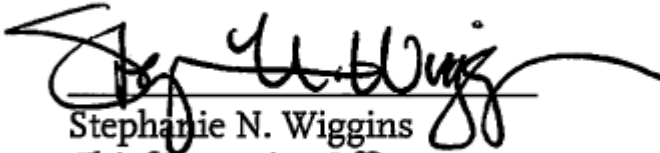
construction contract, and any necessary task orders in support of the Project. Additionally, staff will move forward with staffing and operational needs related to operating the day-to-day operations of this facility, including MTIC programming for Metro employers and LA County residents.

## **ATTACHMENTS**

### Attachment A - Funding and Expenditure Plan

Prepared by: Kenyon Price, Director, Construction Management (213) 922-7446  
Ayda Safaei, Deputy Executive Officer, Talent Development (213) 922-5229

Reviewed by: Tim Lindholm, Interim Chief Program Management Officer, (213) 922-2797  
Ilyssa DeCasperis, Chief People Officer, (213) 922- 3048



Stephanie N. Wiggins  
Chief Executive Officer

**FUNDING/EXPENDITURE PLAN  
VERMONT/MANCHESTER - METRO TRAINING AND INNOVATION CENTER**

<b>Use of Funds</b>	<b>Through FY24</b>	<b>FY25</b>	<b>FY26+</b>	<b>Total Capital Costs</b>
<b>Design Phase</b>				
Design Costs	1,587,000	-	-	1,587,000
Legal Assistance with Real Estate	52,000	-	-	52,000
Agency Costs	-	-	-	-
<b>Design Phase Total</b>	<b>1,639,000</b>	<b>-</b>	<b>-</b>	<b>1,639,000</b>
<b>Construction Phase</b>				
Construction - Parking	3,000,000	-	-	3,000,000
Construction - Transit Plaza	2,504,000	996,000	-	3,500,000
Construction - Tenant Improvements	5,314,000	3,852,000	-	9,166,000
Development Fee	480,000	218,000	-	698,000
FF&E (Furniture / Equipment)	-	1,409,000	-	1,409,000
Design Support During Construction	195,000	624,000	-	819,000
Agency Costs	258,000	67,000	-	325,000
Legal Fees	-	4,000	-	4,000
Project Contingency	-	-	749,000	749,000
<b>Construction Phase Total</b>	<b>11,751,000</b>	<b>7,170,000</b>	<b>749,000</b>	<b>19,670,000</b>
<b>Total Project Cost</b>	<b>\$13,390,000</b>	<b>7,170,000</b>	<b>749,000</b>	<b>21,309,000</b>
<b>Source of Funds</b>	<b>Through FY24</b>	<b>FY25</b>	<b>FY26+</b>	<b>Totals</b>
Local Funds	13,390,000	5,761,000	749,000	19,900,000
FY23 Transit Infrastructure Grant	-	1,409,000	-	1,409,000
<b>Total Project Funding</b>	<b>13,390,000</b>	<b>7,170,000</b>	<b>749,000</b>	<b>21,309,000</b>



# METRO TRAINING & INNOVATION CENTER (MTIC)



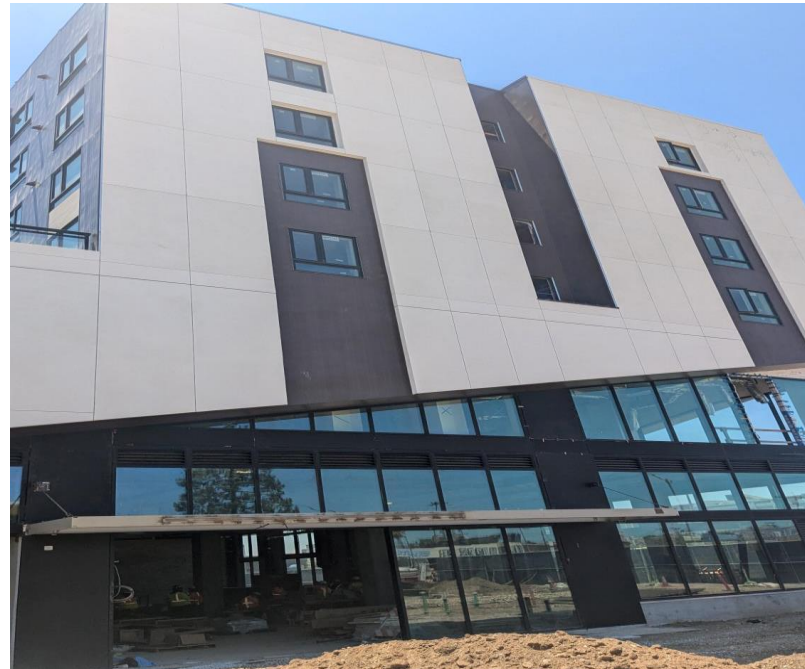
Construction Committee  
September 18, 2024

# MTIC Recommendation

- INCREASE the Life of Project Budget for the Metro Training & Innovation Center (Project) by \$1,409,000, from \$19,900,000 to \$21,309,000.
- AUTHORIZE the Chief Executive Officer to amend the FY25 Budget in the amount of \$1,091,000 to fund operational costs for the Metro Training & Innovation Center.

# Project Background & Update

- The Evermont mix-used development located at Vermont Avenue and Manchester Ave consists of a six-story mixed-use affordable housing and community-serving retail, an open transit plaza, a six-story SEED boarding school with faculty residential units, full-service grocery store, and a 3.5-level parking structure.
- Development includes 15,000 square feet of office space for the Metro Training & Innovation Center.
- In October 2020, the Board approved a Life of Project budget of \$19,900,000 necessary to finalize negotiations on ancillary terms, execute agreements, and to authorize construction and funding of Metro's share of the mixed-use development.
- Since that time, Metro executed a 15-year lease with the developer, Primestor, with 60 dedicated parking spaces for the center.
- The Project is currently under construction and scheduled for completion before December 2024.



# MTIC Life-of-Project & Operational Costs

- Metro received a \$2,500,000 FY2023 Transit Infrastructure Grant to fund the LOP budget increase and FY25 budget amendment.
- The LOP as established prior to contract notice-to-proceed has been determined to be inadequate given the complexity of the Project. The total forecasted cost for additional design services during construction, furniture, fixtures, and equipment necessary for project opening is \$1,409,000.
- Operational costs in the amount of \$1,091,000 are required to pay for lease costs, start-up, and administrative costs in support of opening and operating the MTIC.
- MTIC will provide resources and job training for existing Metro employees and residents across the County and programming will include:
  - Metro employees: skills training, a testing center, professional development programming, internship programs and youth initiatives, and a computer lab to conduct mandatory and specialized trainings.
  - Residents across the County: hiring and recruitment initiatives, Room to Work/Workforce Re-entry trainings, Veterans career transition workshops, and access to Metro's job board and online application system for job seekers.
- Metro is exploring partnership opportunities with community-based-organizations and government stakeholders who have existing job readiness programs to host programming at MTIC.

# Next Steps

- Upon receiving board approval, staff will revise the LOP budget, amend the FY25 budget, and execute necessary modifications to the construction contract, and any necessary task orders in support of the Project.
- Additionally, staff will move forward with start-up activities required to successfully open the MTIC and serve as a resource for existing Metro employees and community members seeking employment and professional advancement.



## Board Report

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**File #:** 2024-0504, **File Type:** Informational Report

**Agenda Number:** 12.

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### CONSTRUCTION COMMITTEE SEPTEMBER 18, 2024

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

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending June 2024.

#### **ISSUE**

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

Metro's PLA and CCP provides equitable opportunities for the historically underrepresented populations, including women, with high-wage career opportunities in the construction industry.

#### **BACKGROUND**

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

#### **DISCUSSION**

Metro's PLA/CCP provides training and employment opportunities in the construction industry to individuals residing in economically disadvantaged areas and disadvantaged workers. Since Metro's PLA/CCP inception in 2012 and up to this reporting period, over \$592 million in wages have been paid to individuals residing in economically disadvantaged areas, and over \$112 million in wages paid



to disadvantaged workers.

This report provides a status update on the construction contracts covered by the PLA/CCP, including an overview of the Diversity and Economic Opportunity Department (DEOD) efforts on female participation. It also provides an update on the PLA/CCP through the quarter ending June 2024 (Attachment A).

### **PLA/CCP Status Update**

As of June 2024, there are fourteen active construction contracts with PLA/CCP program requirements. Of the fourteen contracts, five are subject to the National Targeted Worker Requirement (from economically disadvantaged areas) and nine are subject to the Local Hire Initiative (from economically disadvantaged areas of Los Angeles County).

All fourteen contractors exceeded the 40% Targeted Worker Goal (from economically disadvantaged areas), twelve contractors exceeded the 20% Apprentice Worker Goal, and 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 inception of the program in 2012, thirty-five completed construction contracts have been subject to the PLA/CCP.

The following tables represent the active construction projects as of the June 2024 quarterly reporting period.

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

Project Name	Prime Contractor	Project Completion Percent	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Regional Connector Transit Corridor	Regional Connectors, JV	99.84%	62.87%	20.19%	10.79%	4.04% = C	72.74%
Westside Subway Extension Project, Sec 1	Skanska-Taylor-Shea, JV	84.96%	63.68%	20.18%	11.47%	4.03% = C	82.70%
Purple Line Ext. Sec. 3 – Stations Project	Tutor Perini/O&G, JV	40.16%	61.62%	16.78%	8.71%	3.35% = C	77.59%
Rail to Rail Active Transportation Corridor	Griffith Company	58.80%	62.28%	21.76%	12.28%	6.82% = B	38.50%
Rosecrans/Marquardt Grand Separation Project	Flatiron	95.01%	58.28%	20.88%	25.89%	2.41% = D	50.94%

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.

Attained Goal / Not Meeting Goal

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

Project Name	Prime Contractor	Project Completion Percent	Local Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Westside PLE Project, Section 2 – D/B	Tutor Perini/O&G, JV	74.99%	42.86%	20.29%	10.77%	2.59% = D	54.12%
Purple Line Ex. Sec 3 – Tunnels Project	Frontier Kemper/Tutor Perini Corp.	93.61%	42.91%	20.43%	10.14%	3.62% = C	48.51%
Div. 20 Portal Widening Turnback Project	Tutor Perini Corp.	93.11%	48.43%	20.41%	13.35%	6.73% = B	41.45%
Metro Center St. Project	SJ Amoroso Construction	96.04%	49.57%	26.39%	14.92%	1.66% = D	39.87%
Airport Metro Connector Transit Station	Tutor Perini Corp.	84.65%	49.58%	21.68%	10.51%	4.43% = C	42.81%
Division 20 TPSS (PWT 2)	C3M Power Systems	96.09%	41.25%	34.88%	26.92%	4.46% = C	75.06%
CLAX Construction Punch Out Work	Griffith Company	83.42%	40.81%	20.30%	11.92%	2.18% = C	90.48%
Harbor Gateway Transit Center Electric Charging Station	Pro-Cal Lighting, Inc.	51.65%	69.38%	32.35%	21.91%	6.11% = B	40.73%
WPLE Section 3 Project VA Parking Structure	Swinerton Builders	12.23%	58.90%	17.20%	8.29%	3.13% = C	0.00%

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.

Goal Attained / Not Meeting Goal

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

## **Female Workers on Active Construction Projects**

In November 2017, the Board approved a motion to encourage contractors on Metro construction projects to increase the participation of women by meeting or exceeding the nationwide female participation goal of 6.9% as set forth by Executive Order 11246. The motion directed the creation of a report card/score card system reflecting the attainment of the female participation goals for Metro PLA/CCP contractors that was established to encourage contractors to exceed the 6.9% female participation goal.

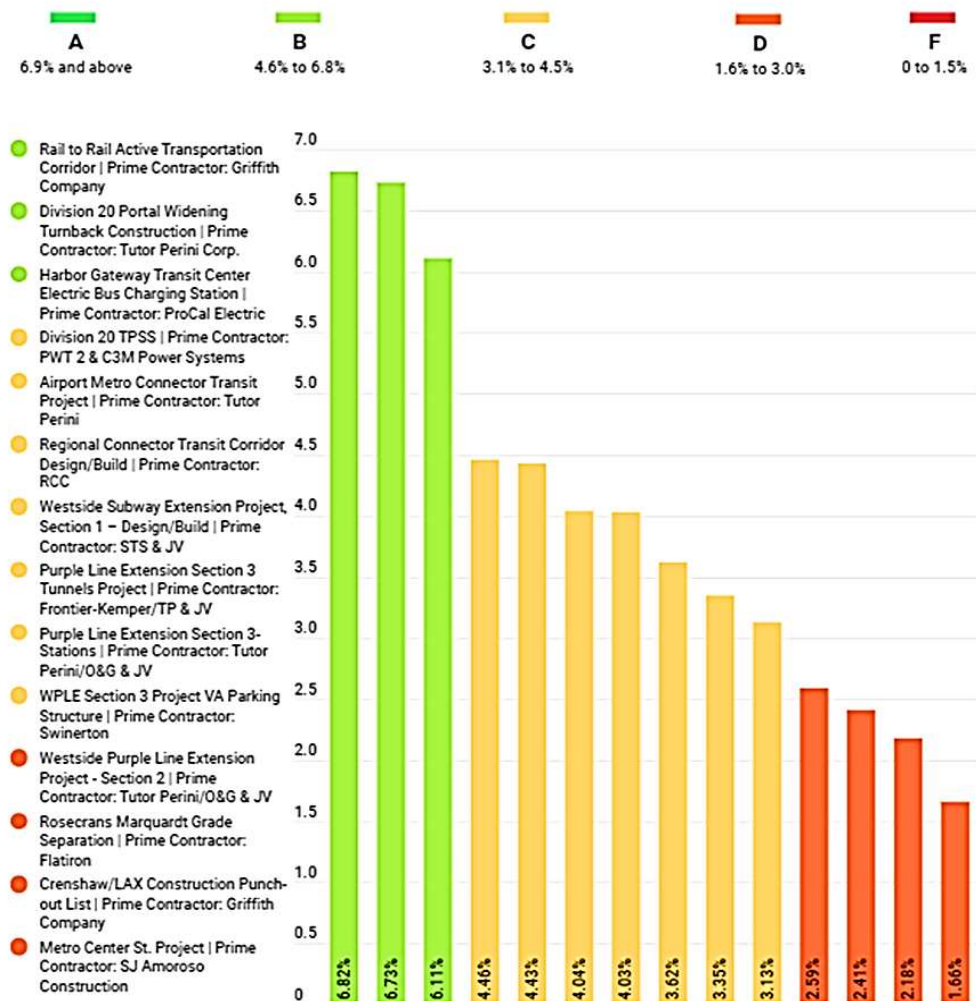
## **Female Participation Score Card as of June 2024**



# FEMALE PARTICIPATION SCORE CARD

In November 2017, Metro's Board of Directors authorized the creation of a score card system to highlight prime contractors attainment of Executive Order 11246 Female Participation goal of 6.9% on Metro construction projects.

## Quarterly Report - June 2024

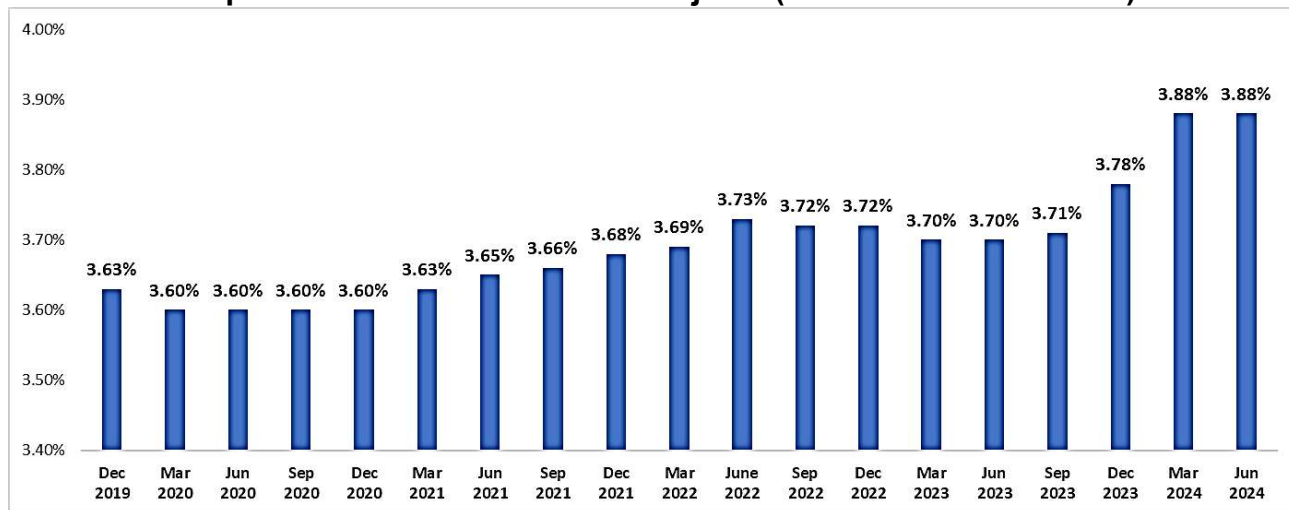


Staff continues to issue notices to prime contractors not meeting the female participation goal at 25%, 50%, and 75% project completion to encourage and improve female participation on their project. As for the prime contractors that have a score grade of "D" or less notices are issued immediately with a recommendation to engage in outreach and other efforts to increase female participation on their projects.

The average female participation on Metro construction projects is currently 3.88% of total work hours, as compared to less than 2.0% on other non-Metro public works construction projects in the Southern California region. The national average for women in construction is below 3.0%.

Below is a chart of the of female participation within the last four years on Metro’s PLA/CCP construction projects.

### Female Participation in Metro’s PLA/CCP Projects (Dec 2019 to June 2024)



Source: As reported by the prime contractors.

Staff understands the importance of increasing the percentage of female workers on Metro’s projects for both equity and workforce availability reasons and as described below, are actively taking measures to increase female participation and opportunities.

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

### Women Breaking Ground Website ([www.womenbreakground.com](http://www.womenbreakground.com))

Since the launch in March 2024, LA Metro’s “Women Breaking Ground” website continues to provide women, who are interested in a career in construction, an avenue for learning about how to join an apprenticeship readiness training program and how to get connected to resources.

Through the end of July 2024, there were over 750 individuals that have been triaged and given information and resources in starting a career in construction with over 140 individuals referred to a pre-apprenticeship training program sponsored by the LAOCBCTC Apprentice Readiness Fund.

The website includes testimonials of women who have worked in the trades and gives an overview of their experience. The website is also a tool for women that are already in the trades to get connected to the unions, contractors, and more resources to be placed on a construction job.

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

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

1. Female Participation Score Card - Staff continues to grade each contractor's performance quarterly by using a score card that reflects percentages of worked hours performed by females hired by Metro's contractors to encourage meeting the 6.9% goal.
2. Periodic Jobs Coordinator Meetings - Staff conduct periodic meetings with job coordinators to discuss best practices and identify outreach and recruitment opportunities.
3. Transition Coordination - Staff are currently working 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 B) - Staff has 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 has established a collaboration with the Laborers Union and Southwest Regional Council of Carpenters to directly refer female workers to the apprenticeship programs. Upon completion, participants are referred to Metro's contractors for employment opportunities.
6. Outreach - Staff continue to outreach to community-based organizations, pre-apprenticeship schools, and building trades to promote career opportunities and to increase female recruitment in the construction industry (Attachment C). As of this reporting period, staff participated in four job fairs which resulted in eighteen individuals being referred to job coordinators for pre-apprenticeship programs.
7. Partnerships with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC), and its Executive Secretary to focus on increasing the workforce in the construction industry, including prioritizing and dispatching of female workers on Metro construction projects.
  - Metro is in collaboration with LAOCBTC, union trades, prime contractors, and community-based organizations to build future workforce capacity with a special focus on females has embarked on a Joint Awareness Campaign in promoting career opportunities in the construction industry.



The following are strategies under development to support workforce needs and to increase female participation on Metro's projects:

1. Metro and the Laborers Union (Local 300) are continually collaborating to establish a tunnel worker training facility in the LA region. Currently, the only training facility for tunnel workers is in Seattle, Washington, which creates a hardship for local individuals to participate. Establishing a local tunnel worker training facility will help fulfill the LA region's need for tunnel workers, with priority given to females interested in starting as tunnel/miner workers. As of this reporting period, the following efforts have been made.
  - a. The Laborers Union are continually recruiting female union members to participate in this specialized training.
  - b. Metro provided financial support for FY2024 for the tunnel worker training, purchase of PPE equipment and cost for the hands-on training for the participants. The hands-on training portion of the class will continue to be conducted in Seattle, Washington, until the Laborers Union and Laborers Training School secure a local working site to accommodate the hands-on portion of the tunnel training.
  - c. A total of 20 individuals including 3 females have completed the hands-on training and obtained certification as tunnel worker.
2. Support the Women Build Metro LA (WBMLA) events. The WBMLA events are geared to introduce the construction career path for women throughout Los Angeles County. Staff has invited and encouraged Metro's prime contractors to participate and recruit females interested in starting a career in construction.
3. Collaborate with Women in Non-Traditional Employment Roles (WINTER) to seek grant opportunities to help empower, train, educate, and prepare women for transformative careers in the construction industry. In addition, Metro shall provide continuous employment referrals to female graduates of WINTER on Metro project sites.
4. Continue to collaborate with the LA County Department of Economic Opportunity (DEO) and City of Los Angeles Economic Workforce Development Department (EWDD) in recruiting individuals interested in starting a career in construction and establishment of an ongoing referral system of individuals to pre-apprenticeship programs available through the LA County DEO network of services.
5. Metro is in discussion with the Los Angeles Economic Workforce Development Department (EWDD) and the LAOCBCTC Apprentice Readiness Fund in establishing a regional collaboration in terms of recruitment and establishment of more pre-apprenticeship programs.

#### Outreach to High Schools and Youth of the Community

As part of the 2023 Construction Market Analysis report (2024-0009) recommendation related to



labor workforce is to continue to work with the industry with a focus on apprenticeship programs to grow capacity for current and future projects. Listed below are activities that DEOD staff have performed.

1. During this reporting period, and as indicated in Attachment C. Metro DEOD conducted outreach to high schools in the Los Angeles region to promote careers in the construction industry at Compton High-School, Sunburst Youth Academy, East Los Angeles College and Metro's Transportation Career Academy Program (TCAP) students. Staff will continue to expand engagement with youth to draw interest in the trades and create pipeline of opportunities. In addition, the SEED school is also exposing students to a range of careers which includes the infrastructure sector.
2. Metro DEOD reached out to Pomona Unified School District to participate in their upcoming Annual Pathway to Career Success event scheduled for February 2025.
3. In partnership with the Los Angeles Unified School District (LAUSD) and LAOCBCTC Apprentice Readiness Fund to introduce careers in construction through the establishment of a pilot pre-apprenticeship program on selected LAUSD campus with an estimated start date of Spring 2025.

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

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

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

### **EQUITY PLATFORM**

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

As of this reporting period, all active PLA/CCP construction projects have exceeded the minority participation goal of 28.30% established by EO 11246. Hundreds of disadvantaged workers have benefitted in obtaining a meaningful career through Metro's PLA/CCP program which resulted in over \$112 million in paid wages to disadvantaged workers.

Metro has continued ongoing efforts undertaken by staff to increase female participation, including outreach to women in construction to obtain insight and best practices for contractors and female workers in the construction industry (details in Attachment B). In addition, Metro helps the Construction Building Trades unions to increase their female membership by encouraging contractors to hire/sponsor females into the construction trades. Staff attributes these strategies to contribute to

an average female participation rate in Metro construction projects (3.88%) that is higher than historical participation rates in other non-Metro public works construction projects in the region (less than 2%) and the national average for women in construction (less than 3%). Additionally, staff monitors each project's female attainment on a monthly basis and provides assistance to contractors to continually increase female participation.

### **NEXT STEPS**

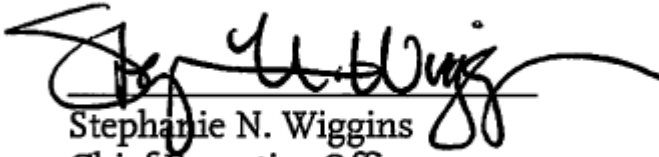
DEOD staff will continue to monitor the contractors' efforts, initiate the various strategies and activities as outlined in this report. In addition, staff will continue to promote awareness, community engagement and continuous collaboration with the LAOCBCTC to increase construction workforce capacity with special focus on females and the disadvantaged population of the community.

### **ATTACHMENTS**

- Attachment A - PLA/CCP Quarterly Brochure
- Attachment B - Women in the Trades Resource Guide
- Attachment C - DEOD Outreach Activities

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# PLA/CCP



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

December 2023



**Metro**<sup>®</sup>



## Overview

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

The PLA goals are:

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

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

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

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

# Figures at a Glance

## PLA CONTRACTS – INCEPTION TO DATE



## CONTRACT AWARD VALUE



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

## APPRENTICE WORKERS



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



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



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



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

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

**29,734,887.13 hours**

TOTAL CONSTRUCTION HOURS  
THROUGH DECEMBER 2023

**22,225,048.03 hours**

TOTAL APPRENTICEABLE HOURS  
THROUGH DECEMBER 2023

**58.16% (17,293,025.75 hours)**

ECONOMICALLY DISADVANTAGED

**21.22% (4,717,095.16 hours)**

APPRENTICE

**10.86% (3,227,875.67 hours)**

DISADVANTAGED

## Fast Facts on Metro's Project Labor Agreement

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



## Female Participation in Construction

Through its Project Labor Agreement and Construction Careers Policy, Metro is striving to diversify the workforce on construction projects to improve access to career opportunities and serve as a catalyst for improving socio-economic status for minorities and women. Although the national average for women in the construction trades is below 3%, Metro's goal is to exceed the Executive Order 11246 female utilization goal of 6.9%. Metro's current female participation average is 3.78%.

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

## Women Build Metro LA (WBMLA)






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

# Female Participation Score Card

DECEMBER 2023

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

ACTIVE PROJECTS	PRIME CONTRACTOR	GRADE	%
Rail to Rail Active Transportation Corridor	Griffith Company	A	6.97%
Division 20 Portal Widening Turnback	Tutor Perini Corp	B	6.73%
Harbor Gateway Transit Center Electric Bus Charging	Pro-Cal Lighting, Inc.	C	4.51%
Regional Connector Transit Corridor Design/Build	Regional Connector Constructors, JV	C	4.05%
Westside Subway Extension Project, Section 1 – Design Build	Skanska, Traylor, Shea, JV	C	3.94%
Airport Metro Connector Transit Station	Tutor Perini Corp	C	3.86%
Crenshaw/LAX Construction Punch-out List	Griffith Company	C	3.68%
Purple Line Extension, Section 3 – Tunnel Project D/B	Frontier Kemper/Tutor Pernin, JV	C	3.61%
Purple Line Extension, Section 3 – Stations Project D/B	Tutor Perini/ O&G, JV	C	3.54%
Westside Purple Line Extension Project, Section 2 – Design Build	Tutor Perini/ O&G, JV	D	2.69%
Rosecrans Marquardt Grade Sep.	Flatiron West, Inc.	D	2.04%
Metro Center Street Project D/B	Amoroso Construction Co., Inc.	F	1.82%
Division 20 TPSS (PWT 2)	C3M Powersystems	F	0.68%
Soundwall #11 Construction	Powell Constructors, Inc.	F	0.54%
ESFV Adv Utility Adjustment DWP Power Design	W.A. Rasic Construction	F	0.05%

	<b>A</b> 6.9% and above		<b>B</b> 4.6% to 6.89%		<b>C</b> 3.1% to 4.59%
	<b>D</b> 1.6% to 3.09%		<b>F</b> 0% to 1.59%		

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



# Current PLA/CCP Project Attainments

TARGETED WORKER ACTIVITY BY ACTIVE PROJECT (CUMULATIVE)	% PROJECT COMPLETE	PLA/CCP			% OF DISADV WORKERS IN THE CRIMINAL JUSTICE SYSTEM CATEGORY
		GOAL 40% ECON DISADV	GOAL 20% APPRENTICE	GOAL 10% DISADV	
<b>Regional Connector Transit Corridor Design/Build</b>	99.70%	62.90%	20.00%	10.73%	72.96%
<b>Westside Subway Extension Project, Section 1 – Design/Build</b>	94.27%	63.54%	20.08%	11.86%	82.73%
<b>Westside Purple Line Extension Project, Section 2 – Design Build</b>	63.80%	42.77%	17.01%	8.91%	55.04%
<b>Purple Line Extension, Section 3-Tunnel Project D/B</b>	98.76%	44.09%	19.70%	10.24%	48.60%
<b>Purple Line Extension, Section 3 – Stations Project D/B</b>	30.30%	60.96%	13.19%	10.43%	77.66%
<b>Soundwall #11 Construction</b>	99.25%	42.26%	20.18%	10.86%	70.35%
<b>Division 20 Portal Widening Turnback</b>	81.12%	47.69%	17.78%	12.77%	44.69%
<b>Metro Center Street Project D/B</b>	75.33%	50.60%	27.23%	10.76%	62.56%
<b>Division 20 TPSS (PWT 2)</b>	86.04%	30.32%	28.92%	24.65%	70.74%
<b>Rail to Rail Active Transportation Corridor</b>	71.27%	63.40%	20.53%	9.83%	29.36%
<b>Airport Metro Connector Transit Station</b>	75.31%	49.77%	20.08%	10.25%	58.47%
<b>Crenshaw/LAX Construction Punch Out Work</b>	71.37%	41.81%	20.10%	9.91%	85.63%
<b>Rosecrans/Marquardt Grade Separation Project</b>	75.89%	57.82%	21.09%	9.36%	98.20%
<b>Harbor Gateway Transit Center Electric Charging Infrastructure</b>	80.24%	67.46%	32.65%	10.07%	55.21%
<b>ESFV Adv Utility Adjustment DWP Power Design</b>	47.91%	33.32%	20.47%	11.89%	61.52%

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

Data through Dec 2023



# Current Projects Executive Order 11246 Attainments

ACTIVE PROJECTS SUBJECT TO METRO'S PLA/CCP	AFRICAN AMERICAN	ASIAN	CAUCASIAN	HISPANIC	NATIVE AMERICAN	OTHER/ NOT SPECIFIED	GOAL 28.30% MINORITY	GOAL 6.90% FEMALE
Regional Connector Transit Corridor Design/Build	5.06%	0.88%	19.85%	67.03%	0.77%	6.41%	73.74%	4.05%
Westside Subway Extension Project, Section 1 – D/B	7.34%	1.57%	18.92%	63.20%	0.61%	8.37%	72.72%	3.94%
Westside Purple Line Extension Project, Section 2 – D/B	5.59%	1.44%	21.50%	64.98%	1.13%	5.36%	73.14%	2.69%
Purple Line Extension Project, Section 3 – Tunnel Project D/B	6.35%	0.78%	23.26%	61.03%	0.75%	7.83%	68.91%	3.61%
Purple Line Extension Project, Section 3 – Stations Project D/B	4.80%	2.25%	21.60%	69.58%	0.13%	1.63%	76.76%	3.54%
Soundwall #11 Construction	3.50%	0.01%	11.38%	80.80%	8.50%	4.31%	92.81%	0.54%
Division 20 Portal Widening Turnback	4.32%	2.11%	19.94%	69.04%	1.33%	3.26%	76.80%	6.73%
Metro Center Street Project D/B	3.67%	2.46%	30.59%	59.27%	0.12%	3.90%	65.52%	1.82%
Division 20 TPSS (PWT 2)	2.46%	0.12%	61.12%	31.37%	0.00%	4.93%	33.95%	0.68%
Rail to Rail Active Transportation Corridor	1.73%	2.17%	11.53%	44.89%	0.62%	39.06%	49.41%	6.97%
Airport Metro Connector Transit Station	2.97%	1.38%	13.93%	70.43%	1.29%	10.00%	76.07%	3.86%
Crenshaw/LAX Construction Punch Out Work	1.45%	0.51%	11.32%	39.85%	0.00%	46.86%	41.81%	3.68%
Rosecrans/Marquardt Grade Separation Project	1.62%	0.09%	16.04%	68.99%	0.77%	12.49%	71.47%	2.04%
Harbor Gateway Transit Center Electric Charging Infrastructure	18.35%	0.37%	4.31%	69.94%	3.03%	4.00%	91.69%	4.51%
ESFV Adv Utility Adjustment DWP Power Design	0.14%	0.19%	46.16%	52.85%	0.00%	0.66%	53.18%	0.05%

# Metro is building the workforce of

Metro's PLA/CCP facilitates new training and apprenticeship opp  
These programs also help those who reside in economically disa  
Here's a look at just a few of the workers who have found succes



## Frances Macias Aguilar

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



## Anna Aguirre

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



## Patricia Allen

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

# tomorrow.

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



## Sophia Burruel

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



## Natalie Cervantes

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



## Katherine Cruz

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



## Guy Denuccio

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



## Catherine Dillon

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



## Jenna Dorrrough

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



## Darius Douglass

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



## Jermaine Edwards

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



## Eric Falcon

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



## Jessica Flores

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



## Yurvina Hernandez

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



### Christina Lara

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



### Dezdon Lewis

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



### Belia Lopez

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



### John Mackey

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





## Marely Mendoza

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



## Ricshawn Moore

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



## Cynthia Piña

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



## Lance Reed

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



## Rhonda Rodriguez

When asked why Rhonda Rodriguez chose to being her career in construction, she responded, "well, I had some challenges in my past that did not afford me to find a career that would allow me to feel fulfilled and sustained, so I decided to make a bad situation into a positive one". Now, the only female Foreman on Metro's SEED LA School project, Rhonda is calling the shots. Reigning from the San Gabriel Valley and standing a whopping 4' 113/4", Rhonda attended the construction pre-apprentice training school offered at Cerritos college and then joined the Iron Workers Union Local 433. Completing her

apprenticeship, and graduating to Journey level, Rhonda had proven to her superintendent that she may be “small in stature, but big in performance and personality”, and was promoted to foreman on the SEED LA School project. At her project site she is a well-respected team member and continues to enjoy and excel in her knowledge of her craft and promotes other women to enter the building trades as their next career path.



### **Petra Sanchez**

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



### **Kimberly Taylor**

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



### **Jason Thomas**

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



### **Melinda Thomas**

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





## Angel Valles

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



## Lorrie Williams

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



## Whitney Winans

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



## Marvin Wong

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

# Pilot Local Hire Initiatives

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

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

## Contact Us

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

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**Metro**<sup>®</sup>



# PLA/CCP



## Women in the Trades Resource Guide

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




**Metro**<sup>®</sup>



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

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

# Table of Contents

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



## 1. Outreach Strategies

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

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

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

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



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

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

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

12. United Auto Workers (UAW Crenshaw South Los Angeles WorkSource Center): *letc.com*
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](http://winla.metro.net).**

**e. Coordinate with local Employment Development Department (EDD) office to track unemployed candidates through their base wage file and statewide database.**

**f. Coordinate with Metro staff to utilize Metro’s social media platforms (i.e. Facebook, Instagram, popular online job banks and event pages to reach potential candidates).**

**g. E-blast your recruitment event flyers to share outreach efforts with community-based organizations and workforce partners.**

**h. Attend workforce development meetings focused on providing training and employment opportunities for women in the construction industry.**

**i. Participate in outreach events within the community, community colleges and vocational training schools.**

1. Women Build Metro Los Angeles-Apprenticeship Readiness Fairs
2. LA Metro Community Outreach and Veteran Events
3. Los Angeles Community Job Fairs
4. Los Angeles Trade Technical College Job Fairs
5. Los Angeles Economic Development Department (EDD) Job Fairs
6. California Community Connection Corporation (C4) Construction & Associated Careers Awareness Day (Los Angeles Trade Technical College)

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





## 2. Recruitment

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

- a.** Contractors and jobs coordinators must have an accurate understanding of open and upcoming craft positions that need to be filled.
- b.** The contractor's Employment Hiring Plan (EHP) should also include estimates of which crafts will be needed and when they should be used during the project.
- c.** In the event a contractor's workforce participation has a female percentage below 6.9%, their hiring focus should be on recruiting female workers for the crafts to be used for upcoming scopes of work.
- d.** The contractor should assess their outreach efforts and follow up with workforce partners through the job coordinator to receive possible candidates that are qualified for the upcoming scopes of work.
- e.** Host your recruitment event at a location that is easily accessible for candidates, such as America's Job Center, Union Hall, or a community-based organization facility, such as Inglewood One Stop, LAUSD MC<sub>3</sub> Location, Local 300 Bootcamp location.

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

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

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

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

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

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



## 4. Worker Retention

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

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



## 5. Worksite Best Practices

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

## 6. Contractor Dos and Don'ts

### Outreach Dos

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

### Outreach Don'ts

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

### Recruitment Dos

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

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

### Recruitment Don'ts

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

### Training Resources/Pre-Apprenticeship Recruitment Dos

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

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

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

## 7. Construction Resource Services

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

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



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

## Child Care & After-School Programs

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

## Gender Sensitivity & Management Training Resources

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

## Ex-Offender/New Contributor Resources

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

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

## Healthcare/Housing Resources

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

## Healthcare/Housing Resources (cont.)

<b>Umma Community Clinic</b>	711 W Florence Av LA, CA, 90044	323.789.5610	<a href="http://ummaclinic.org">ummaclinic.org</a>
<b>H.O.P.I.C.S. Homeless Outreach Program/Integrated Care System</b>	5715 S Broadway, LA, CA 90037	323.948.0444	<a href="http://hopics.org">hopics.org</a>
<b>P.A.T.H. People Assisting the Homeless</b>	Los Angeles, Hollywood, & Ventura locations	323.644.2200	<a href="http://epath.org">epath.org</a>
<b>Union Rescue Mission</b>	545 S San Pedro St, LA, CA 90013	213.347.6300	<a href="http://urm.org">urm.org</a>
<b>The Los Angeles Homeless Services Authority (LAHSA)</b>	811 Wilshire Bl Suite 600 LA, CA 90017	231.683.3333	<a href="http://lahsa.org">lahsa.org</a>
<b>L.A. Opportunity Youth Collaborative “Ruth’s Place”</b>	4775 S Broadway LA, CA 90037	323.432.8440	<a href="http://laoyc.org/location/ruths-place">laoyc.org/location/ ruths-place</a>
<b>Operation HOPE (home buyers program)</b>	707 Wilshire Bl LA, CA 90017	213.891.2900	<a href="http://operationhope.org">operationhope.org</a>
<b>Jenesse Center, Inc. (domestic violence shelter)</b>		323.299.9496 800.479.7328	<a href="http://jenesse.org">jenesse.org</a>
<b>Covered California</b>			<a href="http://healthofcalifornia.com">healthofcalifornia.com</a>
<b>Good Shepherd Shelter (domestic violence shelter)</b>			<a href="http://goodshepherdshelter.org">goodshepherdshelter.org</a>
<b>Los Angeles County Housing Resource Center</b>			<a href="http://housing.lacounty.gov">housing.lacounty.gov</a>

## Financial Literacy Resources

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

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

## Contact Us

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

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213.922.6387

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

**Sidney Urmancheev**, *DEOD Representative*  
213.922.5574

**PLA Hotline**  
888.887.3674



**Metro**<sup>®</sup>

## **Metro DEOD PLA/CCP Outreach Activities (December 2023 to June 2024)**

### **Job Fair Events**

- Women in Non-Traditional Employment Role Hiring event (January 7, 2023)
- City of Los Angeles Career Fair (January 25, 2024)
- Chrysalis Job Fair (February 7, 2024)
- Construction Career & Apprenticeship Resource Fair (March 7, 2024)
- Drivers for Economic Opportunity Empowerment Event (March 19, 2024)
- LA Cleantech Incubator Green Jobs Career Fair (March 27, 2024)
- East Los Angeles Construction Career Fair (April 19, 2024)
- International Brotherhood of Electrical Worker Apprentice Fair (May 17, 2024)
- The 2024 American Dream Hiring Spree Event (May 29, 2024)
- WINTER Graduates Rail to Rail Hiring Event (June 10, 2024)

### **Community Presentation and Outreach Events**

- WINTER Equal Representation Outreach Event (monthly)
- Hard Hat Women Equity Education Initiative Coalition (December 7, 2023)
- Flintridge Center (December 12, 2023)
- Evermont Community Advisory Committee (December 6, 2023)
- Women in Heavy Civil Luncheon (January 8, 2024)
- ERICA Grant Collaboration (February 20, 2024)
- SunBurst Youth Academy (February 28, 2024)
- Crenshaw Crossing Community Event (March 6, 2024)
- Compton High School Construction Careers Outreach Event (March 22, 2024)
- Women in Non-Traditional Employment Role event (March 29, 2024)
- City of Los Angeles Economic and Workforce Development Dept. (April 2, 2024)
- Los Angeles City Workforce Partnership Event (April 24, 2024)
- Laborers Union (Local 300) Contractors Mixer (May 3, 2024)
- SEED School Career Event (May 22, 2024)
- 26<sup>th</sup> Annual Tribute to Veterans & Military Families, Hosted by Kathryn Barger's office (May 25, 2024)
- California State Senate Bill 150 Roundtable Meeting (June 28, 2024)



Project Labor Agreement (PLA)/  
Construction Careers Policy (CCP) Report  
Construction Committee  
September 18, 2024



# PLA/CCP Program Achievements

- **14 Active Construction Projects**
  - **9 projects subject to Local Hire Initiative**
- **Attainment - Program Inception to June 2024**
  - 57.93% Economically Disadvantaged
  - 21.73% Apprentice
  - 11.05% Disadvantaged
- >\$592 Million paid to Targeted Workers \*
  - >\$112 Million paid to Disadvantaged Workers \*
  - >\$152 Million paid to Apprentice Workers\*\*
- Exceeded Targeted/Apprentice/Disadvantaged Worker Goals
- No work stoppages or lockouts



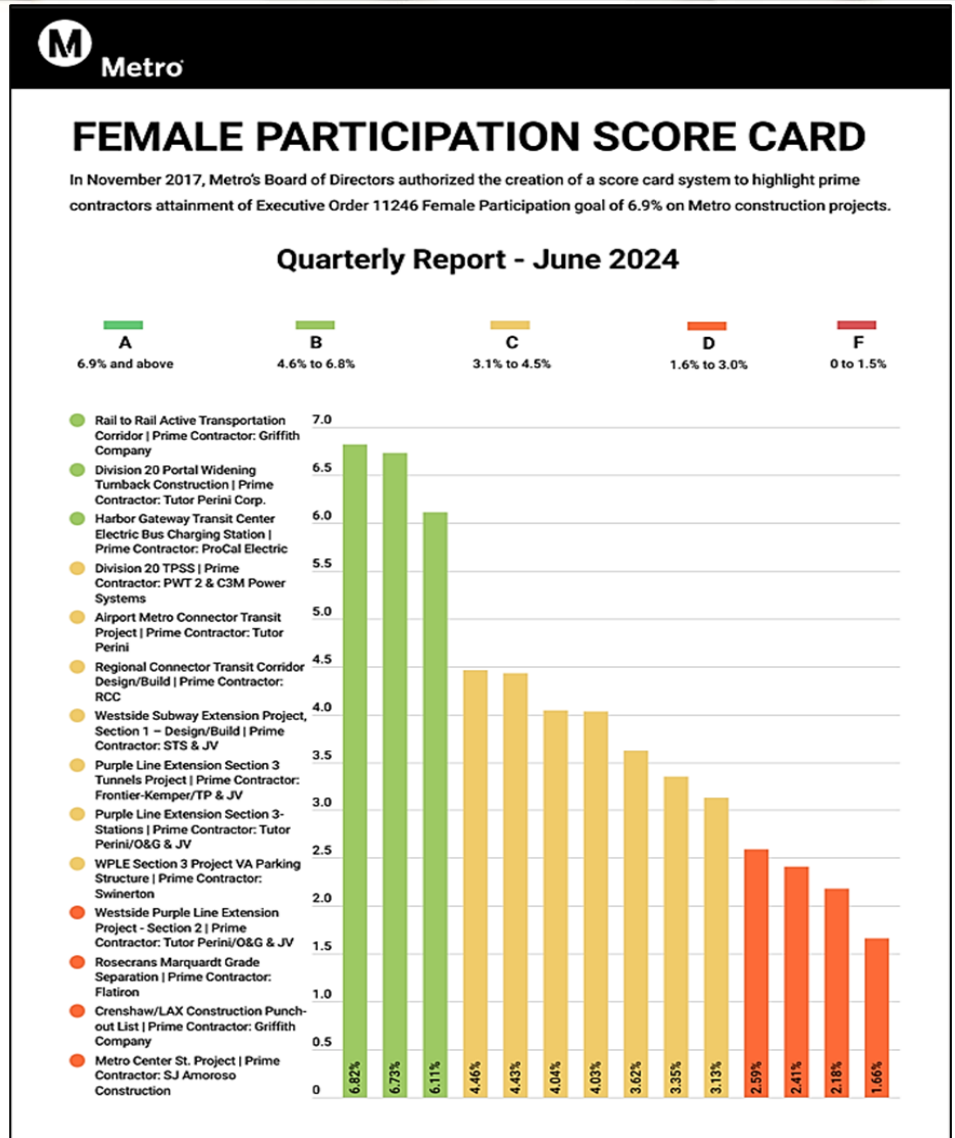
**Metro**

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

# Female Participation Score Card

❖ Overall female participation attainment is 3.88%

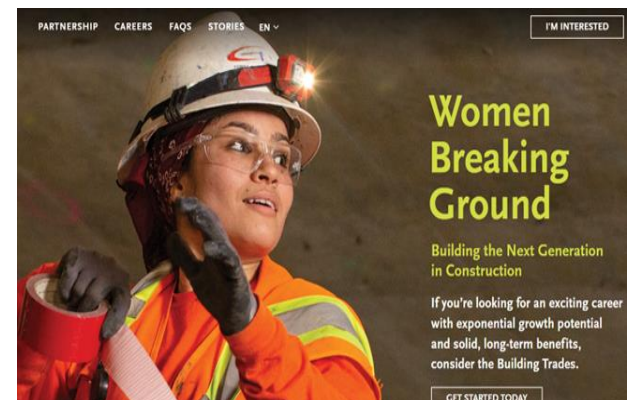
❖ Highest project grade attainment as of this reporting period is B grade



# Women Breaking Ground website

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

- [On March 1, 2024, in celebration of Women's History Month, LA Metro's Joint Awareness Campaign launched a brand-new website, "Women Breaking Ground" \(\[www.womenbreakground.com\]\(https://www.womenbreakground.com\)\).](https://www.womenbreakground.com)
- 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.
- Overall, there were over 700 individuals that were given information and resources on pre-apprenticeship training programs sponsored by the LAOCBCTC Apprentice Readiness Fund to start a career in construction.
- The Women Breaking Ground website will run through FY2026 partnership with the LA/OCBCTC.



# PLA/CCP Activities

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

- ✓ Outreach – attend jobs fairs, collaborate with the trade unions, community-based organizations and high-schools. In addition, will continue to expand engagement with high schools in the LA region including Pomona Unified School District to draw interest in the trades and provide resources.
- ✓ Collaborated with the Laborers Union and Laborers Training School in establishing a Tunnel Worker School in the LA region.
- ✓ Continuous partnership with LA/OC Building & Construction Trades Council and its union affiliates in the recruitment of workers.
- ✓ Collaborate with LA County Department of Economic Opportunity (DEO) and City of Los Angeles Workforce Director in recruiting individuals interested to start a career in construction and establish a system of an ongoing referral to pre-apprenticeship programs
- ✓ In partnership with the Los Angeles Unified School District (LAUSD) and LAOCBCTC Apprentice Readiness Fund to introduce careers in construction through the establishment of pilot pre-apprenticeship program on selected LAUSD campus



**Metro**



**Board Report**

**File #:** 2024-0512, **File Type:** Contract

**Agenda Number:** 13.

**CONSTRUCTION COMMITTEE  
SEPTEMBER 18, 2024**

**SUBJECT: G LINE IMPROVEMENTS PROJECT**

**ACTION: APPROVE RECOMMENDATION**

**RECOMMENDATION**

CONSIDER:

- A. ESTABLISHING a Life-of-Project (LOP) budget for the G Line Improvements Project in the amount of \$668,450,000; and
- B. AUTHORIZING the Chief Executive Officer to negotiate and execute project-related agreements, including Early Works Packages (EWPs), the Phase 2 Supplement and contract modifications, up to the authorized Life-of-Project budget.

**ISSUE**

On August 25, 2022, the Board authorized a Preconstruction Budget for Phase 1 of the G Line Improvements Project, which included preconstruction services (design through 85%, value engineering, and estimating and price build-up). Since that time, Metro staff have worked with the Progressive Design Build (PDB) partner to collaboratively advance the design, complete field investigations, undergo constructability reviews and explore scope refinement and value engineering opportunities. A number of scope refinements were presented to the Board in November 2023 and align with the current project planning. The Project is nearing completion of Phase 1 of the PDB contract and is now ready to establish the LOP budget. Establishment of the LOP budget is a required next step to keep the Project on track for successful completion.

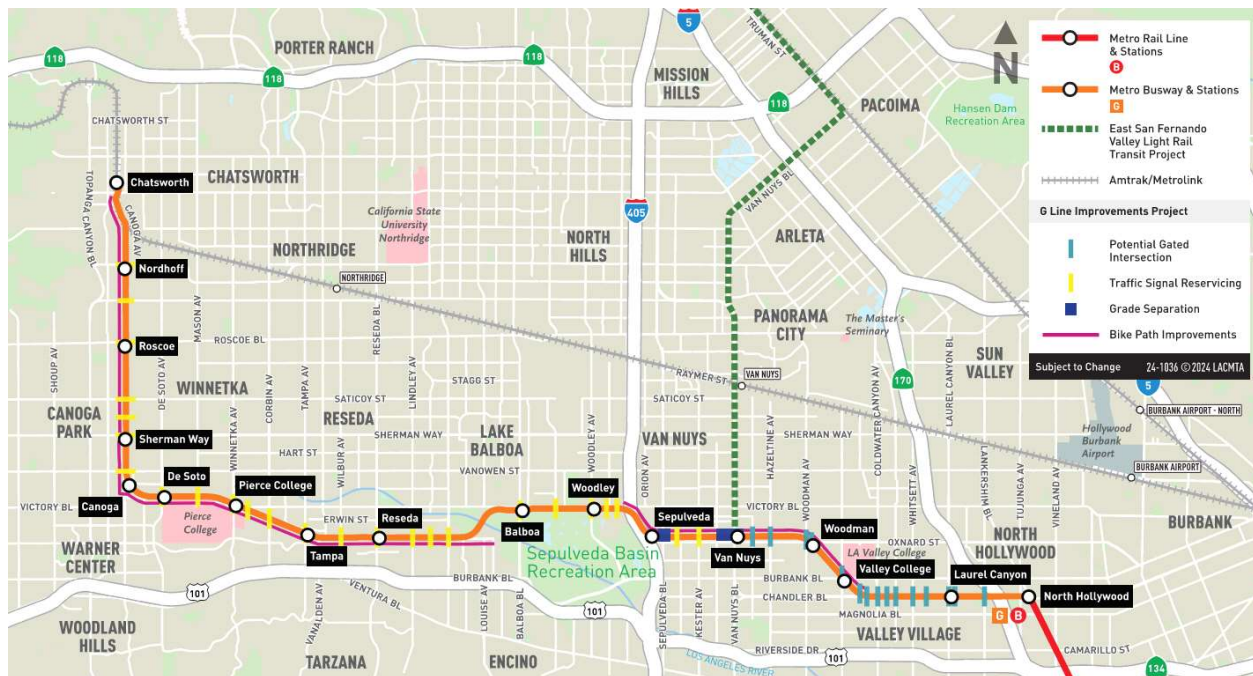
**BACKGROUND**

The Project seeks to improve transit ridership through safety enhancements and improvements designed to increase operating speeds, which will benefit customers and the surrounding communities of the San Fernando Valley.

The Project is using the PDB delivery method, which was selected to provide Metro with the opportunity to collaborate with the contractor on value engineering exercises, participate in constructability reviews and negotiate scopes of work to maintain affordability for the Project. Under



traditional delivery methods such as Design-Bid-Build, the scope is set at the time of bid with a contract price submitted to Metro, and the ability to collaborate with the contractor on scope and price is diminished, which can lead to late changes that ultimately impact the project cost and schedule. Using a two-phase PDB delivery method and appropriate allocation of risk and contingency early in the preconstruction process, Metro benefits by firming up pricing for elements of the project in collaboration with our construction partner, which supports greater cost certainty and value for money.



Throughout Phase 1, the Project underwent constructability reviews, and value engineering and cost estimating exercises to manage and reduce risk, identify cost drivers, and address affordability issues. The result is a refined project that meets the stated objectives of reduced travel time and increased safety with intentional improvements.

## DISCUSSION

To date, the Project has been funded under the approved Preconstruction Phase-of-Project Budget of \$149,683,000. The proposed \$668,450,000 LOP budget for this project is the total project cost. This proposed LOP budget includes all incurred and forecasted costs for the project, including Metro labor and non-labor costs, support services, environmental/planning, design, preconstruction services, utilities, ROW, construction, and required contingencies. A full breakdown can be found in Attachment A Funding and Expenditure Plan.

### PDB Phase 2 Cost Estimating and Negotiations

The LOP budget aligns with the refined scope presented at the November 2023 Board meeting. At this meeting staff presented value engineering and scope alternatives including the elimination of the aerial station at Sepulveda and reducing the number of gated intersections to 13, with traffic signal

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reservicing at the remaining crossings. Stormwater capture scope was also removed due to both cost exceeding funding and inability to meet infiltration rates per Measure W grant requirements.

As the scope was refined, negotiation with VTP included an extensive price build-up process that included three rounds of estimating, reconciliation, and negotiation between Contractor's Opinion of Probable Construction Cost (OPCC) and Metro's Independent Cost Estimate (ICE). The final round of estimating yielded a VTP estimate for Phase 2 scope of \$502M, and an ICE estimate for Phase 2 scope of \$452M, a 10.9% variance. Final negotiations resulted in a reduced estimated cost for Phase 2 scope of \$468,474,169 a 4% variance from the ICE.

Due to various scope elements being at different levels of design, the project is proceeding with three main design/construction packages:

1. Grade Separations, Station & Bike Path - these scope elements are furthest in design and will be ready to start construction this fall under a large EWP. This is the largest portion of the latest estimates at approximately \$300M.
2. Gated Intersections - Estimates for gated intersections scope are still preliminary and range between \$110M (ICE) and \$122M (VTP). The primary cause of the difference in estimates is due to gated intersections design pricing. As a result of not being able to come to an agreement on price, in collaboration with VTP, Metro staff have determined a partial off-ramp for the design services of the gated intersections is appropriate. As design advances, detailed estimates for construction will be generated by VTP and Metro ICE, value engineering, and project affordability will drive the design progression. Staff will start Gated Intersections Design this fall by contracting the design through an existing Supplemental Engineering Services (SES) contract.
3. B Line Fiber - During the Phase 1 preconstruction activities, it was determined that there is insufficient fiber availability from North Hollywood B Line station to both the Bus Operations Control Center (BOC) and Rail Operations Control Center (ROC) to bring online new systems being installed under the G Line project and the East San Fernando Valley Light Rail Project. Therefore, the LOP includes approximately \$35M for the cost associated with design and construction of new backbone fiber through B Line tunnels to Union Station. This fiber upgrade also will improve systemwide fiber availability and resiliency. Staff are coordinating closely with Metro Operations on their project to upgrade the Cable Transmission System (CTS) for the A, B, and D Lines. The scope of their project involves the construction of a new backbone CTS fiber optic cable network to replace the existing legacy network to support the additional bandwidth required for existing system upgrades and future rail expansion projects.

### Construction Support Service Contract (CSSC)

On July 22, 2021, Metro awarded a five-year cost plus fixed fee contract, Contract No. PS70129 with PMA Consultants LLC to provide Construction Support Services for the Project, for a not-to-exceed amount of \$17,273,075.56, with two (2) one-year options, \$3,498,933.58 for Option 1 and \$3,498,933.75 for Option 2 for a combined not-to-exceed amount of \$24,270,942.89. The recommended LOP accounts for an approximate \$6M increase to this contract to cover an increase

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in estimating resources, other support staff and other direct costs, including the establishment of the integrated project management office (IPMO) shared by Metro and VTP staff.

### Supplemental Engineering Services (SES) Contract

Gated Intersections design was anticipated to be progressed through AFC under the Progressive Design Build Contract. VTP submitted a cost and schedule proposal to perform the design for \$26M. The independent cost estimate for the same scope was \$14M. As a result of not being able to come to an agreement on price, in collaboration with VTP, Metro staff have determined a partial off-ramp for the design of this scope is appropriate. Staff will progress the design work under an existing SES contract with VTP performing the necessary coordination and construction work. No additional funding authorization is required for the proposed approach at this time and performing the scope under the SES will not impact the quality of the work or the project schedule.

### Project Schedule

Upon approval of the LOP budget, staff will proceed with executing an EWP that will include construction of Van Nuys and Sepulveda Grade Separations and Bike Path Improvements. Construction start is anticipated in October 2024. The EWP will increase the contract duration by 34 months. Construction Substantial Completion for this work Summer 2027. This date is approximately 6 months beyond the milestone previously presented to the Board, however, it is still consistent with Measure M and SB-1 funding milestones. Revenue Operations are scheduled for Winter 2027/28, prior to 2028 Olympic Games.

### Community Outreach

Metro has developed and continues to build valuable partnerships with local and regional jurisdictions and stakeholders including the City of Los Angeles, County of Los Angeles, Metro Service Council, local area Neighborhood Councils and chambers of commerce, local elected officials, and community and special interest groups. Staff is increasing outreach efforts as construction nears and will continue to engage stakeholders, through direct field visits, pop-up outreach at G Line stations, bike path and community events, presentations, collateral material distribution, and regular in-person and virtual community update meetings. Community presentations and informational materials will be provided in English and Spanish, and bilingual staff and professional language interpreters will be available at community meetings. Staff will continue to participate in outreach events to engage with community members in the project area, including Van Nuys, Reseda, Canoga Park, and the West Valley.

### **DETERMINATION OF SAFETY IMPACT**

Approval of these recommendations will increase safety along the G Line through the installation of safety improvements including grade separations and railroad-style four-quadrant gates.

### **FINANCIAL IMPACT**

This is a multi-year Project. Upon approval of the Life of Project (LOP) budget, staff will manage the



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Project within the Board approved fiscal year budgets. It is the responsibility of the Project Manager and Chief Program Management Officer to budget for this project in future fiscal years.

### Impact to Budget

Based on the negotiated value for Phase 2, staff recommends the establishment of a project LOP of \$668,450,000.

The Project is currently funded through a State SB1 Local Partnership Program grant (\$63,877,000), a Metro local funds match from tax measures Measure M - Highway (\$286,000,000), Measure W funding (\$3,043,000). The State SB1 Local Partnership Program grant value includes an \$11,123,000 reduction from the previously awarded Local Partnership Program grant to address the reduction in gated intersections and bike path improvements.

Staff have identified funding to close the funding gap through Proposition C funds (\$315,530,000), as shown in Attachment A Funding and Expenditure Plan.

Proposition C 25% funds are not eligible for Bus and Rail Operations. Staff will continue to seek state grants for the project to help offset the impacts of the LOP increase.

### Multiyear Impact

The proposed LOP is a cost increase in comparison to the prior cost estimate included in the Measure M Ordinance, and the Project is subject to the Metro Uniform Cost Management Policy (Policy). The Policy requires that funding shortfalls are addressed in the following order.

1. Scope reductions;
2. New local agency funding resources;
3. Value Engineering;
4. Other cost reductions within the same transit or highway corridor;
5. Other cost reductions within the same subregion; and finally,
6. Countywide transit or highway cost reductions or other funds will be sought using pre-established priorities.

The first and third steps in the Policy are to evaluate scope reductions and value engineering. The PDB process has already identified and incorporated scope reductions and value engineering. The second step of the Policy is to look at new funding resources, including discretionary grants and funding along the corridor. However, the project if LOP is approved, is about to enter into construction and this would make the Project ineligible for most state discretionary grants (The project does not have federal environmental clearance and is not eligible for federal funding). In addition, the large cost increase will make the project uncompetitive for state funding, as the state has provided Local Partnership Program funding and does not generally participate in cost increases. The fourth and fifth steps are to look at cost reductions for Metro projects along the corridor or subregion. There are no Metro projects along the corridor or in the subregion that are at a point in their development and have the flexibility to be downsized within their current phase. The final step of the Policy is to use countywide funding, including formula grant funding that is available for projects throughout Metro's

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service territory. The primary state formula funding for Metro (as discussed herein) are the Local Partnership Program and State Transportation Improvement Program. Metro will continue to work with the state to obtain funding from these programs for the Project. Metro must overcome the fact that the Project has already received state funding and has experienced a cost increase. In the absence of available state funding, the funding plan for the Project relies on countywide Proposition C 25% funding and this is currently identified as the main funding source to address the cost increase. The Proposition C 25% is currently programmed for several other Metro projects and programs and its use may result in the need to incur debt to fund the cost increase for the Project.

## **EQUITY PLATFORM**

The Project seeks to improve transit passenger experience and pedestrian safety through the construction of grade separations, vehicle and pedestrian crossing gates, first/last mile improvements, and ADA-accessible features along the entire G Line alignment.

Additional consideration will be given to the potential impacts created by bus and bike detours, and lessons learned will be drawn from the recent A Line and L Line bus detours, such as proper and timely notification provided in multiple languages, concise and prominently located signage, and having Metro Ambassadors to facilitate and minimize impacts related to the disruption. Staff is currently increasing outreach efforts as construction nears and will continue to engage stakeholders, including those in EFCs about the proposed scope changes and construction activities through direct field visits, pop-up outreach at G Line stations, bike path and community events, presentations to the Metro Service Council, local area Neighborhood Councils and chambers of commerce, briefings for local elected officials, collateral material distribution, and regular in-person and virtual community update meetings. Community presentations and informational materials will be provided in English and Spanish, and bilingual staff and professional language interpreters will be available at community meetings. Staff will continue to participate in outreach events to engage with community members in the project area, including Van Nuys, Reseda, Canoga Park, and the West Valley.

Valley Transit Partners made a 18.35% Small Business Enterprise (SBE) commitment and a 3.73% Disabled Veteran Business Enterprise (DVBE) commitment for the Phase 1 (Pre-Construction) Work. The current level of SBE participation is 20.81% and the DVBE participation is 4.28%, exceeding the commitments by 2.46% and 0.55%, respectively. Phase 2 of the PDB contract has an SBE goal of 24% and a DVBE goal of 3%.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Strategic plan goal # 1, Metro will expand transportation options, improve the quality of its transit network and assets, and take steps to manage demands on the entire network.

Strategic plan goal #5, Metro will provide responsive, accountable, and trustworthy governance within the Metro organization.

## **ALTERNATIVES CONSIDERED**

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The Board may not approve this LOP and request that Staff off-ramp the Progressive Design Contractor and competitively bid scopes of work in an attempt to obtain lower costs for this project. Staff does not recommend this alternative because an off-ramp would require additional time for procurement and would jeopardize the project's ability to deliver the project on time and within the funding milestones set in Measure M and in the SB-1 grant.

### **NEXT STEPS**

Upon approval of the LOP budget, staff will proceed by taking the actions described in this report. Construction start is anticipated for Fall of 2024.

### **ATTACHMENTS**

Attachment A - Funding and Expenditure Plan

Prepared by:

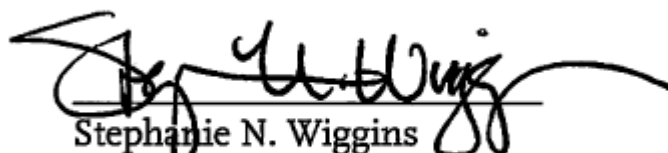
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Carolina Coppolo, Interim Deputy Chief Vendor / Contract Management Officer (213) 922-4471

Reviewed by:

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



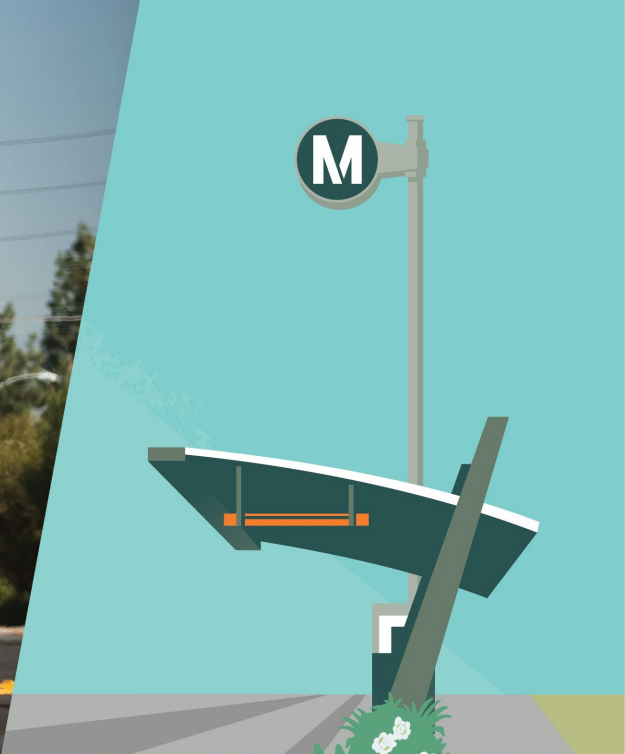
Stephanie N. Wiggins  
Chief Executive Officer

**Expenditure and Funding Plan  
Metro G Line LOP Budget**

<b>Use of Funds</b>	<b>Total</b>	<b>Inception Thru FY 24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27+</b>
Planning, Environmental and Preliminary Engineering Services	\$ 16.202	\$ 16.202	\$ -	\$ -	\$ -
Right of Way Activities	\$ 2.408	\$ 0.877	\$ 1.532	\$ -	\$ -
Design & Construction	\$ 597.818	\$ 79.131	\$ 132.930	\$ 201.739	\$ 184.018
PDB Phase 1 - Preconstruction Services (Design & other services)	\$ 48.804	\$ 45.354	\$ 3.450	\$ -	\$ -
Final Design + Construction	\$ 468.474	\$ -	\$ 117.119	\$ 187.390	\$ 163.966
Metro Art Budget	\$ 1.487	\$ -	\$ 0.297	\$ 0.595	\$ 0.595
Construction Support Services	\$ 30.831	\$ 9.286	\$ 5.284	\$ 6.974	\$ 9.287
Other Professional Services	\$ 14.646	\$ 6.330	\$ 2.376	\$ 2.376	\$ 3.564
Third Party (COLA AWP & Utility Relocations, etc)	\$ 12.288	\$ 8.924	\$ 0.961	\$ 0.961	\$ 1.442
Agency Costs	\$ 21.287	\$ 9.238	\$ 3.443	\$ 3.443	\$ 5.164
<b>Subtotal</b>	<b>\$ 616.428</b>	<b>\$ 96.210</b>	<b>\$ 134.461</b>	<b>\$ 201.739</b>	<b>\$ 184.018</b>
Unallocated Contingency* (10%)	\$ 52.022	\$ -	\$ 13.005	\$ 20.809	\$ 18.208
<b>Total LOP Budget</b>	<b>\$ 668.450</b>	<b>\$ 96.210</b>	<b>\$ 147.467</b>	<b>\$ 222.548</b>	<b>\$ 202.226</b>
<b>Source of Funds</b>					
	<b>Total</b>	<b>Inception Thru FY 24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27+</b>
LACMTA Measure M Funds	\$ 286.000	\$ 93.166	\$ 44.000	\$ 74.417	\$ 74.417
Measure W** (Stormwater Infiltration)	\$ 3.043	\$ 3.043	\$ -	\$ -	\$ -
SB1 LPP (for Construction)	\$ 63.877	\$ -	\$ 63.877	\$ -	\$ -
Proposition C	\$ 315.530	\$ -	\$ 39.590	\$ 148.131	\$ 127.809
<b>Total LOP Funding</b>	<b>\$ 668.450</b>	<b>\$ 96.210</b>	<b>\$ 147.467</b>	<b>\$ 222.548</b>	<b>\$ 202.226</b>

\*Unallocated Contingency 10% of cost less expenditures

\*\*Costs associated with stormwater capture design and preconstruction services was funded by Measure W



We're improving speeds and safety  
on the G Line.

G LINE (ORANGE) IMPROVEMENTS PROJECT



# G Line Improvements Project

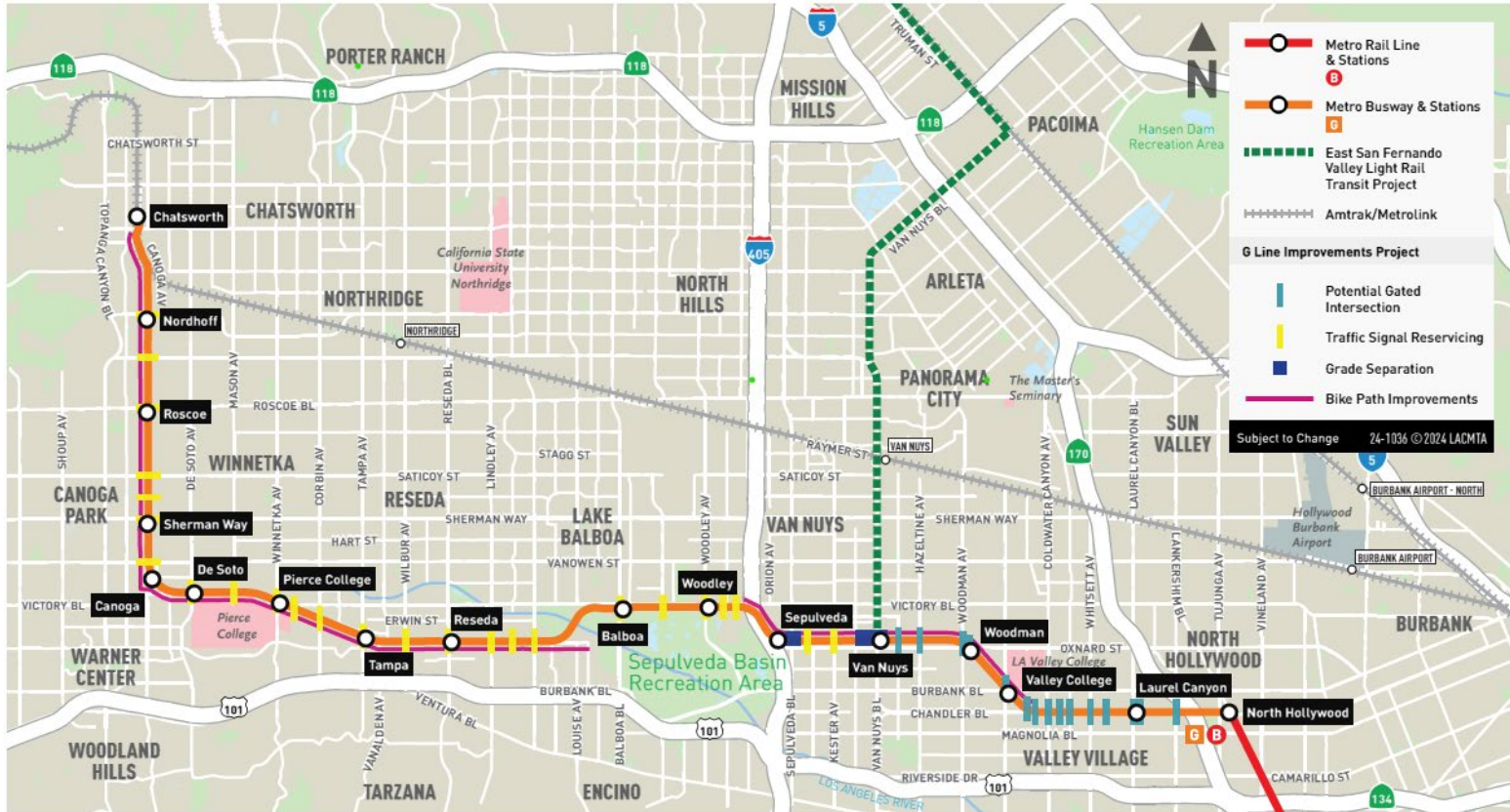
## RECOMMENDATION:

- A. ESTABLISH a Life-of-Project (LOP) budget for the G Line Improvements Project in the amount of \$668,450,000; and
- B. AUTHORIZE the Chief Executive Officer to negotiate and execute project-related agreements, including Early Works Packages (EWPs), the Phase 2 Supplement and contract modifications, up to the authorized Life-of-Project budget





# G Line Improvements Project



# Impact of Value Engineering on Project Cost

> Implementation of Value Engineering has reduced total project cost by approx. \$175M from the 30% Independent Cost Estimate

METRO G LINE BRT IMPROVEMENTS	(1) Initial Forecast and Funds Available	(2) 30% Design Independent Cost Estimate	(3) LOP post Value Engineering
<b>Planning</b>	\$ 3,497,840	\$ 3,497,840	\$ 3,497,840
<b>Metro Labor</b>	\$ 19,104,751	\$ 19,104,751	\$ 21,287,000
<b>PDB Phase 1 (Pre-Construction)</b>	\$ 43,997,256	\$ 49,521,176	\$ 48,804,000
<b>Final Design + Construction</b>	\$ 344,765,901	\$ 592,433,452	\$ 468,474,170
<b>Professional Services and Other Construction Costs</b>	\$ 57,072,495	\$ 65,991,838	\$ 71,956,988
<b>ROW, Land, Existing Improvements</b>	\$ 2,292,237	\$ 2,292,237	\$ 2,408,000
<b>Total Project Cost excluding unallocated contingency</b>	\$ 470,730,480	\$ 732,841,294	\$ 616,427,998
<b>Unallocated Contingency</b>	\$ 40,269,520	\$ <b>109,926,194</b>	\$ <b>52,022,000</b>
<b>Total Project Cost</b>	\$ <b>511,000,000</b>	\$ <b>842,767,488</b>	\$ <b>668,449,998</b>
<b>Available Funding</b>	\$ 391,000,000	\$ 391,000,000	\$ 352,920,000
<b>Delta between funding and Total Project Cost</b>	\$ 120,000,000	\$ 451,767,488	\$ 315,529,998





# G Line Improvements Project

SOURCE OF FUNDS	
State SB1 Local Partnership Program	\$63,877,000
Measure M Funding	\$286,000,000
Measure W Funding*	\$3,043,000
Proposition C Funding**	\$315,530,000
<b>Total Project Funding</b>	<b>\$668,450,000</b>

\*Measure W Funding covered cost incurred for design and preconstruction services of stormwater capture prior to scope removal

\*\* Staff will continue to exhaust grant funding options to replace Proposition C Funding



# Next Steps

Approval of Life of Project Budget will initiate the following:

- > Execute Early Works Package to commence construction on Grade Separations, Station and Bike Path Improvements in Fall 2024
- > Execute Early Works Package for the design of the new fiber backbone through B Line tunnels
- > Commence design of Gated Intersections under a Supplemental Engineering Services Contract
- > Execute change to increase contract value for the G Line Construction Support Services Contract
- > Continue community outreach efforts and stakeholder engagement through construction

