



Board Report

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CONSTRUCTION COMMITTEE MAY 17, 2018

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

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the:

- A. Status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending March 2018; and
- B. Female Participation Action Plan Update.

ISSUE

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

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 on PLA/CCP construction projects is 6.90%.

As of November 2017, Metro staff has advanced several initiatives with focus on increasing the overall female participation attainment; such initiatives include the development of an action plan, the deployment of a performance score card and continued engagement with Metro's prime contractors and job coordinators. As a result of the focused initiatives, Metro's female participation attainment on active projects has steadily increased from September 2017 reporting of 3.35% to 3.47% as of March 2018. The overall increase is attributed to 71 new female workers being employed on Metro's construction projects between November 2017 and March 2018.

DISCUSSION

This report will provide a status update on the construction contracts covered by the PLA/CCP; an overview of Diversity and Economic Opportunity staff's (DEOD) efforts on the female participation action plan, including an update on the construction projects covered under the Pilot Local Hire Initiative; and an update on outreach activities in support of targeted workforce initiatives.

A. PLA/CCP Status Update

As of March 2018, there are nine active construction contracts with PLA/CCP program requirements, which include one contract subject to the Pilot Local Hire Initiative. All the active construction project contractors are exceeding the 40% Targeted Worker goal; five contractors are exceeding the 20% Apprentice Worker goal; and four contractors are exceeding the 10% Disadvantaged Worker goal.

There are fourteen completed construction contracts. The information on the completed construction contracts is provided as Attachment A.

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

Active Construction Projects

Project Name:	Prime Contractor:	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.90%)	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System Category *
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	59.78%	23.02%	12.21%	3.57%	36.48%
Regional Connector Transit Corridor	Regional Connector Constructors, JV	58.84%	16.35%	7.29%	2.59%	63.88%
Westside Subway Extension Project, Section 1 – D/B	Skanska-Traylor-Shea, JV	65.29%	16.65%	9.40%	4.26%	76.06%
Metro Blue Line Pedestrian and Swing Gates	Icon-West	63.69%	23.36%	11.75%	0.84%	100.00%
Division 16 Southwestern Yard	Hensel Phelps/Herzog, JV	51.76%	26.40%	9.12%	4.26%	44.33%
Patsaouras Plaza Busway Station	OHL-USA, Inc.	60.13%	11.49%	3.69%	1.55%	43.07%
Bob Hope Airport/Hollywood Way Station	C.A. Rasmussen, Inc.	44.45%	22.73%	13.03%	0.89%	75.13%
Non-Revenue Maintenance Bldg. at Vernon Yard	Access Pacific, Inc.	54.67%	20.36%	10.85%	6.51%	8.26%
New Maintenance of Way/Non Revenue Vehicle Building 61S	Clark Construction, Inc.	55.84%	15.35%	0.07%	0.04%	0.00%

Please refer to the attached PLA/CCP Data Report for additional information on each project.

*Part of Metro's PLA/CCP workforce requirement is the utilization of disadvantaged workers on

projects. One of the nine criteria for a Disadvantaged Worker is having a criminal record or other involvement with the criminal justice system. The data shown in the table above (last column) is the percentage of Disadvantaged Workers (based on hours worked) that have criminal records or involvement with the criminal justice system that have worked or are still working on Metro's PLA/CCP projects.

Crenshaw/LAX Transit Corridor

Prime: Walsh/Shea Corridor Constructors

The Crenshaw/LAX Transit Corridor project contractor has completed 87.38% of the estimated construction work hours for this project. The contractor is currently exceeding the Targeted Worker goal at 59.78%, Apprentice Worker Goal at 23.02%, Disadvantaged Worker goal at 12.21% and the minority participation percentage goals; however, the contractor is not meeting the 6.90% Female Participation goal at 3.57%. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours.

Staff issued an Executive Order 11246 Notice in September 2017 requesting the prime contractor document efforts related to the recruitment of female workers as part of their efforts to increase female participation. The contractor has slightly increased the female participation from September 2017 reporting of 3.27% to 3.57% as of this reporting cycle.

Regional Connector Transit Corridor

Prime: Regional Connector Constructors, Joint Venture

The Regional Connector Transit Corridor project contractor has completed 39.14% of the estimated construction work hours for this project. The contractor is currently exceeding the Targeted Worker goal at 58.84% and the minority participation percentage goals; however, the contractor is not meeting the 20% Apprentice Worker goal at 16.35%, the 10% Disadvantaged Worker goal at 7.29% or the 6.90% Female Participation goal at 2.59%. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours.

Staff issued an Executive Order 11246 Notice in September 2017 and met with the prime contractor along with their job coordinator to discuss the low female participation on this project. The contractor has committed to perform more outreach activities focusing on female recruitment as part of their effort to increase female participation. As of this reporting period, the contractor has sponsored several females into various union trades.

The contractor is currently in the process of updating its Employment Hiring Plan (EHP) to address compliance with the PLA/CCP workforce goals. Staff will continue to monitor the contractor's EHP and work closely with the contractor towards meeting all worker goals for this project.

Westside Subway Extension Project, Section 1 Design-Build

Prime: Skanska-Traylor-Shea, a Joint Venture (STS)

The Westside Subway Extension Project, Section 1 project contractor has completed 31.43% of the estimated construction work hours for this project. The contractor is currently exceeding the Targeted Worker goal at 65.29% and the minority participation percentage goals; however, the contractor is not meeting the 20% Apprentice Worker goal at 16.65%, the 10% Disadvantaged Worker goal at 9.40% or the 6.90% Female Participation goal at 4.26%. The attainment for the 20% Apprentice Worker is based on total apprenticeable hours.

The contractor has submitted an EHP which outlines compliance with meeting the PLA/CCP workforce goals Mid-2018. Staff will continue to monitor the contractor's EHP and work closely with the contractor towards meeting all worker goals for this project.

Staff issued an Executive Order 11246 Notice in September 2017 and met with the prime contractor along with their job coordinator to discuss the low female participation on this project. The contractor has committed to perform more outreach activities focusing on female recruitment as part of their effort to increase female participation. As of this reporting period, the contractor has sponsored several females into various union trades.

Metro Blue Line Pedestrian and Swing Gates

Prime: Icon-West

The Metro Blue Line Pedestrian and Swing Gates project Contractor has completed 94.94% of the estimated construction work hours on this project. The Contractor is currently exceeding the Targeted Worker goal at 63.69%, Apprentice Worker goal at 23.36%, Disadvantaged Worker goal at 11.75% and the minority participation percentage goals; however, the Contractor is not meeting the 6.90% Female Participation goal at 0.84%. The attainment for the 20% Apprentice Worker is based on total apprenticeable hours.

Staff issued a notice in September 2017 and met with the prime contractor to discuss the low female participation attainment on this project. The contractor responded by hiring two female workers on the project. Recognizing this project is nearly 100% complete, DEOD will continue to collaborate with the job coordinators to focus efforts on identifying strategies to support the transition of female workers to other Metro construction projects.

Division 16 - Southwestern Yard

Prime: Hensel Phelps/Herzog, J.V.

The Division 16 Southwestern Yard project contractor has completed 76.56% of the estimated construction work hours on this project. The contractor is currently exceeding the Local Targeted Worker goal at 51.76%, Apprentice Worker goal at 26.40%, and the minority participation percentage goals; however, the contractor is not meeting the 10% Disadvantaged Worker goal at 9.12% and the 6.9% Female Participation goal at 4.26%. The attainment for the 20% Apprentice Worker is based on total apprenticeable hours.

The contractor indicated that several disadvantaged workers were hired on the project which will

increase the Disadvantaged Worker attainment above the 10% requirement by next reporting cycle. Staff will work closely with the contractor towards meeting all worker goals for this project. This contract falls under the United States Department of Transportation's (U.S. DOT) Local Hire Pilot Program.

Staff issued an Executive Order 11246 Notice in February 2018 requesting the prime contractor to document efforts related to the recruitment of female workers as part of their effort to increase female participation. The contractor, along with their job coordinator has committed to increase the female participation by performing targeted outreach and collaborating with community-based organizations in recruiting female workers.

Patsaouras Plaza Busway Station

Prime: OHL-USA, Inc.

The Patsaouras Plaza Busway Station project contractor has completed 65.41% of the estimated construction work hours on this project. The contractor is currently exceeding the Targeted Worker goal at 60.13% and the minority participation percentage goals; however, the contractor is not meeting the 20% Apprentice Worker goal at 11.49%, the 10% Disadvantaged Worker goal at 3.69% or the 6.90% Female Participation goal at 1.55%. The attainment for the 20% Apprentice Worker is based on total apprenticeable hours.

Metro staff issued a Notice of Non-Compliance in November 2017 for the low attainment of the Apprentice and Disadvantaged Worker goals. The contractor submitted a revised EHP with an action plan for meeting all PLA/CCP workforce provisions by end of the project. As of this reporting cycle, the contractor has shown progress in the Apprentice Worker attainment and has committed in hiring more disadvantaged workers. Staff will continue to monitor the contractor's EHP and will work closely with the contractor towards meeting all worker goals for this project.

Staff issued an Executive Order 11246 Notice in February 2018 requesting the contractor to document efforts related to the recruitment of female workers as part of their effort to increase female participation. The contractor, along with their job coordinator, has committed to increase female participation by performing targeted outreach and collaborating with community-based organizations in recruiting female workers.

Bob Hope Airport/Hollywood Way Station

Prime: C.A. Rasmussen, Inc.

The Bob Hope Airport/Hollywood Way Station project contractor has completed 89.01% of the estimated construction work hours on this project. The contractor is currently exceeding the Targeted Worker goal at 44.45%, Apprentice Worker goal at 22.73%, Disadvantaged Worker goal at 13.03% and the minority participation percentage goals; however, the contractor is not meeting the 6.9% Female Participation goal at 0.89%. The attainment for the 20% Apprentice Worker is based on total apprenticeable hours.

Staff issued a notice in September 2017 and met with the prime contractor to discuss the low female utilization attainment on this project. The contractor responded by hiring two female workers on the project. Recognizing this project is nearly 100% complete, DEOD will continue to collaborate with the job coordinators to focus efforts on identifying strategies to support the transition of female workers to other Metro construction projects.

Non-Revenue Maintenance Building at Vernon Yard
Prime: Access Pacific, Inc.

The Non-Revenue Maintenance Building at Vernon Yard project contractor has completed 86.40% of the estimated construction work hours on this project. The contractor is currently exceeding the Targeted Worker goal at 54.67%, Apprentice Worker goal at 20.36%, Disadvantaged Worker goal at 10.85%, and the minority participation percentage goals; however, the contractor is not meeting 6.90% Female Participation goal at 6.51%. The attainment for the 20% Apprentice Worker is based on total apprenticeable hours.

As of the last reporting cycle, contractor attained the 6.90% Female Participation goal yet has receded slightly below the goal for this reporting cycle.

New Maintenance of Way/Non Revenue Vehicle Building 61S
Prime: Clark Construction, Inc.

The New Maintenance of Way/Non-Revenue Vehicle Building 61S project contractor has completed 15.80% of the estimated construction work hours for this project. The contractor is currently exceeding the Targeted Worker goal at 55.84% and the minority participation percentage goals; however, the contractor is not meeting the 20% Apprentice Worker goal at 15.35%, the 10% Disadvantaged Worker goal at 0.07% or the 6.90% Female Participation goal at 0.04%. The attainment for the 20% Apprentice Worker is based on total apprenticeable hours.

The contractor has submitted an EHP which outlines compliance with meeting the PLA/CCP workforce goals by 50% project completion. Staff will continue to monitor the contractor's EHP and work closely with the contractor towards meeting all worker goals for this project.

The contractor is at the early stage of construction with 15.80% project completion. Staff will issue an Executive Order 11246 Notice reminding the Contractor of the 6.90% female participation goal.

Female Workers on Active Construction Projects

In consideration of ongoing efforts to review and report on Metro's female participation attainment, the following table highlights the number of cumulative female workers on active PLA/CCP projects within the last three months.

Project Name:	Prime Contractor:	No. of Female Workers January 2018	No. of Female Workers February 2018	No. of Female Workers March 2018
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	140	143	147
Regional Connector Transit Corridor	Regional Connector Constructors, JV	50	50	53
Westside Subway Extension Project, Section 1	Skanska-Traylor-Shea, JV	56	57	61
Metro Blue Line Pedestrian and Swing Gates	Icon-West	4	4	4
Division 16 – Southwestern Yard	Hensel Phelps/Herzog, JV	23	28	28
Patsaouras Plaza Busway Station	OHL, USA, Inc.	2	2	2
Bob Hope Airport/Hollywood Way Station	C.A. Rasmussen, Inc.	2	2	2
Non-Revenue Maintenance Bldg at Vernon Yard	Access Pacific, Inc.	2	2	3
New Maintenance of Way/Non Revenue Vehicle Bldg. 61S	Clark Construction, Inc.	Project has not started	1	1

B. Female Participation Action Plan Update

As requested by Metro's Board, DEOD staff conducted a cursory assessment of other agencies' workforce programs, hiring best practices and strategies utilized to increase female participation. Staff incorporated various best practices into Metro's Female Participation Action Plan provided as Attachment B. The following is an update as of this reporting period.

- Tool Kit: The tool kit will provide contractors with industry best practices for outreach, recruitment, training and retention of female workers. The tool kit will also include a resource guide that contains a list of support services that have been identified by female construction workers as vital to achieve a sustained career in the construction industry. Staff has

completed a draft list of support services and providers for inclusion in the resource guide. The guide will include, but not be limited to:

- Women's support services;
- Family source, work source, and youth source services;
- Childcare and afterschool programs;
- Gender sensitivity and management training resources;
- Ex-offender/ new contributor resources; and
- Healthcare and housing resources.

Status: In progress

Milestone: Publish the tool kit in June 2018

- **Regional Construction Industry Workforce Disparity Study:** Perform a Workforce Disparity Study to determine the availability of women in the construction trades throughout the Los Angeles County region. The study will identify the demand for construction labor by Metro and other agencies in the region, the available labor supply, and any labor supply constraints. The Request for Proposal for professional services for the disparity study was issued in April 2018.

Status: Solicitation issued and currently in black-out period

Milestone: Anticipated contract award August 2018

- **PLA/CCP Summit:** The PLA/CCP summit will focus on increasing female participation on construction projects. The summit will feature a panel of women in the construction industry, industry speakers including trade representatives, private employers and others to discuss female apprentices, challenges faced by female workers and best practices for increasing the retention rates of female workers.

Status: Pending approval of proposed dates of July 24, 2018 or August 14, 2018

Milestone: Host summit summer 2018

- **Evening WINTER training classes:** Staff met with the Women in Non-Traditional Employment Roles (WINTER) organization and researched the feasibility of subsidizing evening training programs for women seeking construction careers. The issue of women unable to participate in WINTER's construction training program since it requires daytime availability was discussed. WINTER has provided staff with draft schedules for three to four training sessions per year including the resource requirements. DEOD staff will continue to coordinate discussions with WINTER and enlist external partners to participate in the discussion in effort to identify resources that can be leveraged to subsidize the evening training courses.

Status: In progress

Milestone: In coordination with WINTER and other potential partners, finalize logistics to begin the training sessions by summer 2018

DEOD staff will continue to advance efforts for the implementation of the action plan, identify strategies to support the outreach and recruitment of women into the trades and, more specifically, on Metro's PLA/CCP construction projects. Recognizing the need to promote retention, professional development and career advancement, staff has begun to implement strategies to support retention

and development of female workers on Metro's construction projects. Such strategies include:

- Pre-apprenticeship training: Staff has encouraged the job coordinators to direct women candidates to pre-apprenticeship training programs that are recognized by the Building Trade's apprenticeship organizations such as MC3 curriculum based training programs.
- Worker retention best practices: Efforts have been initiated to identify and assess the available pre-apprenticeship training programs with focus on those with demonstrated success for candidate retention.
- Transition coordination: Staff is developing a formalized process to assist female workers transition to other active or upcoming Metro projects as projects near the end of construction. The draft formalized process consists of the following actions:
 - Communicate with prime contractors and jobs coordinators nearing 80% project completion regarding the female worker transition;
 - In coordination with the job coordinators identify female workers preparing for transition and available for work at least 30 days prior to project end date and/or worker assignment end date;
 - Provide female workers with a list of active job coordinators; and
 - Follow-up monthly/quarterly on recruitment and placement progress.

Recognizing the Non-Revenue Maintenance Building at Vernon Yard and the Bob Hope Airport Hollywood Way Station projects are at 86.40% and 89.01% completion, Metro staff will perform the following:

- Request jobs coordinators to identify the female workers on these two projects needing transition support by May 3, 2018.
- Request jobs coordinators to provide (upon granted permission) the female worker's contact information, occupation trade and date of availability by May 17, 2018.
- Metro staff will provide a list of the jobs coordinators to the female workers and notify the worker's availability to jobs coordinators working on active projects by May 20, 2018.
- Metro staff will follow up monthly and quarterly on the placement progress of the workers with jobs coordinators.

Furthermore, staff will continue to provide ongoing assessment of the female participation score card, monitoring of contractor's performance, and recognition of contractors that successfully meet or exceed the 6.9% goal or demonstrate highly commendable efforts in the recruitment, retention and/or professional development of women on Metro's construction projects. Contractors that consistently achieve the female participation goal will be recognized through a formal recognition program that includes: public recognition at Metro's Board meetings, public recognition in local, industry and trade publications including recognition on Metro's PLA/CCP website. Those that achieve the goal for four

consecutive quarters will be invited to a meeting with Metro's Chief Executive Officer, Metro Board Chair and/or others.

C. Pilot Local Hire Update

On October 6, 2017, the Federal Register published a notice from the USDOT announcing the withdrawal of the Pilot Local Hire program. Metro has three construction projects awarded subject to the USDOT Pilot Local Hire Initiative which include:

- C0991 Division 16 - Southwestern Yard (contract value of \$172M)
- C1120 Westside Purple Line Extension Project - Section 2 (contract value of \$1.3B)
- C1153 Purple Line Extension Section 3 - Advanced Utility Relocations (contract value of \$11M).

In addition, Metro has seven rolling stock contracts that contain the Local Employment Plan (LEP).

- A650-2015 Heavy Rail Vehicle Overhaul
- P2000 Light Rail Vehicle Overhaul
- HR400 Purchase of New Heavy Rail Vehicles
- OP28367-000 Forty Foot (40') Low Floor CNG Buses
- OP28367-001 Sixty Foot (60') Low Floor Zero Emission Buses
- OP28367-002 Forty Foot (40') Low Floor Zero Emission Buses
- OP28367-003 Sixty Foot (60') Low Floor CNG Buses.

These combined seven projects will create new jobs in Los Angeles County totaling over \$62.3 million in wages and benefits over the next seven years. The LEP is projected to create an estimated 217 new jobs for the base and option contract terms for the seven projects.

D. Outreach

In efforts to attain the highest percentages of Targeted, Apprentice and Disadvantaged Workers on PLA/CCP projects, DEOD staff continuously seeks opportunities to keep the community informed and engaged of construction career opportunities available through the PLA/CCP. Staff consistently collaborates with community based organizations and other partners including the contractors on outreach events, initiatives and activities. Staff participated in the following outreach events:

- Metro's "Women Build METRO LA" committee conducted another quarterly Apprenticeship Readiness Fair. The symposium introduced opportunities in the construction and transportation industry to women and men in attendance, on Saturday, April 21st at the Yaroslavy Family Support Center in Van Nuys (3rd District). This outreach effort focused on the many opportunities for women with focus on the construction trades and transportation industry. Women currently in the Trades, work for Prime Contractors or who work at Metro, explained their journey and discussed both the sacrifices and benefits associated with their chosen professions. A panel representing prime contractors discussed what they look for in successful candidates for sponsorship into a Union. Women in Non-Traditional Employment Careers (WINTER) arranged tours of Apprenticeship training sites which attendees could sign up for at the event. The PLA

signatory trades set up hands on experiences in the courtyard to help clarify the responsibilities of each Union. The next Fair will be scheduled in the 5th District.

- On April 11, 2018, Staff attended the Spring into Summer Job Fair, sponsored by County Supervisor Mark Ridley-Thomas Office, to inform the community of construction career opportunities available through the PLA/CCP.
- On April 18, 2018, Metro participated in the Construction Careers Awareness Day in partnership with LAUSD and the Los Angeles Trade Tech College. More than 2,000 LAUSD students in attendance and were informed of the various careers opportunities in the construction industry.

NEXT STEPS

DEOD staff will continue to monitor contractor's hiring efforts and initiate the newly proposed and recurring activities as outlined. Staff will continue to identify initiatives and outreach efforts to promote awareness, engagement and participation in construction career opportunities.

ATTACHMENTS

Attachment A - PLA/CCP Completed Projects

Attachment B - Female Participation Action Plan

Attachment C - PLA/CCP Report Data

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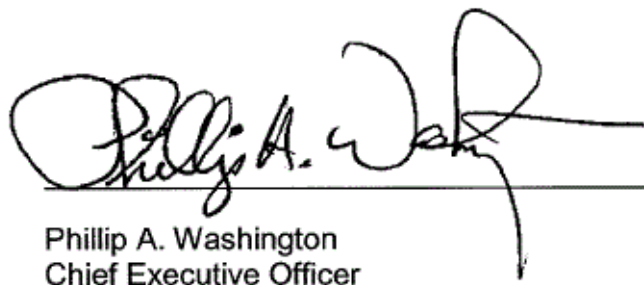
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