



## Board Report

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**CONSTRUCTION COMMITTEE  
EXECUTIVE MANAGEMENT COMMITTEE  
MARCH 21, 2019**

**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 December 2018; and
- B. Women in the Trades Action Plan.

**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.

This report provides an update on the PLA/CCP through the quarter ending December 2018.

**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 on PLA/CCP construction projects is 6.90%.

Metro staff has continued to advance several initiatives with focus on increasing the overall female participation attainment such as: development of an action plan as presented in November 2017, deployment of a performance score card including development and distribution of Women in the

Trades Resource Guide, and continued engagement with Metro’s prime contractors and job coordinators with a focus on female worker outreach and retention. As a result of the focused initiatives, Metro’s female participation attainment on active projects has steadily increased from October 2017 reporting of 3.34% to 3.62% as of December 2018. The overall increase is attributed to 132 new female workers being employed on Metro’s construction projects between November 2017 and December 2018. The quarterly report indicates a total increase of 17 female workers employed between October 2018 and December 2018.

## **DISCUSSION**

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

### **A. PLA/CCP Status Update**

As of December 2018, there are twelve active construction contracts with PLA/CCP program requirements including two contracts subject to the Pilot Local Hire Initiative. Ten of the twelve contractors exceed the 40% Targeted Worker goal, five contractors exceed the 20% Apprentice Worker goal, and six contractors exceed the 10% Disadvantaged Worker goal.

There are seventeen 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 December 2018 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	60.22%	23.22%	12.23%	3.71%	34.86%
Regional Connector Transit Corridor	Regional Connector Constructors, JV	58.89%	16.09%	9.00%	3.26%	73.20%
Westside Subway Extension Project, Section 1 – D/B	Skanska-Traylor-Shea, JV	64.19%	17.54%	10.40%	4.04%	73.96%
Division 16 Southwestern Yard	Hensel Phelps/Herzog, JV	49.26%	29.25%	10.25%	4.01%	79.60%
Patsaouras Plaza Busway Station	OHL-USA, Inc.	57.36%	12.58%	4.08%	1.22%	58.22%
New Maintenance of Way/Non Revenue Vehicle Building 61S	Clark Construction, Inc.	62.82%	25.28%	11.72%	0.65%	65.12%
Division 1 Maintenance Annex Bldg.	Metro Builders, Inc.	43.70%	19.98%	14.29%	5.49%	1.31%
Division 9 Maintenance Annex Bldg.	Metro Builders, Inc.	43.63%	26.85%	9.43%	1.07%	84.22%
Westside Purple Line Extension Project, Section 3 Advanced Utility Relocations	Bubalo Construction Co.	46.66%	21.15%	11.20%	4.04%	0.00%
Metro Blue Line Signal System Rehabilitation	Mass Electric Construction	14.87%	12.66%	2.50%	0.00%	0.00%
Soundwall #11 Construction	Powell Constructors, Inc.	32.59%	10.66%	0.21%	0.02%	100%
Willowbrooks/Rosa Parks Station Improvements	Icon-West	63.10%	19.00%	0.00%	0.00%	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 and that have worked or, are actively 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 91.79% of the estimated construction work hours for this project. The contractor currently exceeds the Targeted Worker goal at 60.22%, Apprentice Worker Goal at 23.22%, Disadvantaged Worker goal at 12.23% and the minority participation percentage goals. The attainment for the 20% Apprentice Worker goal is based on total apprentice hours.

Although the contractor is not meeting the 6.90% Female Participation goal, the overall attainment has increased in direct relation to the efforts that have been initiated by the contractor.

Staff issued an Executive Order 11246 Notice in September 2017 requesting the prime contractor to document efforts related to the recruitment of female workers as part of their efforts to increase female participation. The contractor has increased the female participation from 3.27% in September 2017 to 3.71% as of this reporting cycle, reflecting a total of 170 female workers hired on the project.

Regional Connector Transit Corridor  
Prime: Regional Connector Constructors, Joint Venture

The Regional Connector Transit Corridor project contractor has completed 52.61% of the estimated construction work hours for this project. The contractor currently exceeds the Targeted Worker goal at 58.89% and the minority participation percentage goals; however, the contractor is not meeting the 20% Apprentice Worker goal at 16.09%, or the 10% Disadvantaged Worker goal at 9.00%. The attainment for the 20% Apprentice Worker goal is based on total apprentice hours.

The contractor has provided an updated Employment Hiring Plan (EHP) which outlines compliance with meeting the PLA/CCP workforce goals in the latter part of 2019. 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 not meeting the 6.90% Female Participation goal at 3.26%. Staff issued an Executive Order 11246 in February 22, 2018 and met with the prime contractor along with the job coordinator. Staff continues to monitor the contractor's performance based on the plan to perform more focused outreach. In addition, the contractor and the job coordinator have supported Metro staff outreach efforts to former female workers on the project, which include conducting an informal exit

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interview to gather insights into their experiences while working on the project and understanding their reasons for transitioning from the project, and possibly the construction industry. A total of 74 female workers were hired on the project as of this reporting period.

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 46.85% of the estimated construction work hours for this project. The contractor currently exceeds the Targeted Worker goal at 64.19%, Disadvantaged Worker goal at 10.40%, and the minority participation percentage goals; however, the contractor is not meeting the 20% Apprentice Worker goal at 17.54%. The attainment for the 20% Apprentice Worker is based on total apprentice hours.

The contractor has provided an updated EHP, which outlines compliance with meeting the PLA/CCP workforce goals in the latter part of 2022. Staff will continue to monitor the contractor's EHP and work closely with the contractor towards meeting all worker goals for this project.

The contract is not meeting the 6.90% Female Participation goal at 4.04%. Staff issued an Executive Order 11246 Notice on February 20, 2018 and met with the prime contractor along with their job coordinator on February 28, 2018 to discuss the female participation on this project. The contractor 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 conducted a meeting with all their sub-contractors to encourage hiring of female workers. A total of 73 female workers were hired on the project as of this reporting period.

Division 16 - Southwestern Yard  
Prime: Hensel Phelps/Herzog, J.V.

The Division 16 Southwestern Yard project contractor has completed 97.07% of the estimated construction work hours on this project. The contractor currently exceeds the Local Targeted Worker goal at 49.26%, Apprentice Worker goal at 29.25%, Disadvantaged Worker goal at 10.25%, and the minority participation percentage goals. The attainment for the 20% Apprentice Worker is based on total apprentice hours.

This contract falls under the United States Department of Transportation's (U.S. DOT) Local Hire Pilot Program.

Although the contractor is not meeting the 6.9% Female Participation goal at 4.01%, the female worker attainment for this project is one of the highest as of this reporting period. 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, committed to increase the female participation by performing targeted outreach and collaborating with community-based organizations in recruiting female workers. A total of 43 female workers have been hired on the project as of this reporting period.

Patsaouras Plaza Busway Station

Prime: OHL-USA, Inc.

The Patsaouras Plaza Busway Station project contractor has completed 83.35% of the estimated construction work hours on this project. The contractor currently exceeds the Targeted Worker goal at 57.36% and the minority participation percentage goals; however, the contractor is not meeting the 20% Apprentice Worker goal at 12.58% or the 10% Disadvantaged Worker goal at 4.08%. The attainment for the 20% Apprentice Worker is based on total apprentice 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 the end of the project. As of this reporting cycle, the contractor continues to show 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.

The contractor is not meeting the 6.90% Female Participation goal at 1.22%. 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 and their job coordinator committed to increase female participation by performing targeted outreach and collaborating with community-based organizations in recruiting female workers.

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 92.98% of the estimated construction work hours for this project. The contractor currently exceeds the Targeted Worker goal at 62.82%, Apprentice Worker goal at 25.28%, Disadvantaged Worker goal at 11.72% and the minority participation percentage goals. The attainment for the 20% Apprentice Worker is based on total apprentice hours.

The contractor is not meeting the 6.90% Female Participation goal at 0.65%. Staff issued an Executive Order 11246 Notice in May 2018 and met with the prime contractor along with their job coordinator to discuss the low female participation on this project. The contractor committed to perform more outreach activities focusing on female recruitment as part of their effort to increase female participation. The contractor hired a total of 9 female workers into the project as of this reporting period.

Division 1 Maintenance Annex Building

Prime: Metro Builders, Inc.

The Division 1 Maintenance Annex Building project contractor has completed 84.64% of the estimated construction work hours on this project. The contractor currently exceeds the Targeted Worker goal at 43.70%, Disadvantaged Worker goal at 14.29% and the minority participation goals;

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however, the contractor is not meeting the 20% Apprentice Worker goal at 19.98%. The attainment for the 20% Apprentice Worker is based on total apprentice hours.

Staff will continue to monitor the contractor's EHP and work closely with the contractor to meet all worker goals for this project.

Although the female participation attainment is the highest as of this reporting period, the contract is not meeting the 6.90% Female Participation goal at 5.49%. Staff issued a Female Participation Notice on December 2018 reminding the contractor of the 6.9% female participation goal.

#### Division 9 Maintenance Annex Building

Prime: Metro Builders, Inc.

The Division 9 Maintenance Annex Building project contractor has completed 98.91% of the estimated construction work hours on this project. The contractor currently exceeds the Targeted Worker goal at 43.63%, Apprentice Worker goal at 26.85% and the minority participation goals; however, the contractor is not meeting the 10% Disadvantaged Worker goal at 9.43%. The attainment for the 20% Apprentice Worker is based on total apprentice hours.

The contractor is not meeting the 6.90% Female Participation goal at 1.07%. Staff issued a Female Participation Notice on December 2018 reminding the contractor of the 6.90% female participation goal. The contractor responded indicating that female workers currently working for the Division 1 Maintenance Annex Building project, which is near completion, will be transitioned to the Division 9 Maintenance Annex Building project in support of female worker retention.

#### Westside Purple Line Ext. Section 3 - Advanced Utility Relocations

Prime: Bubalo Construction Co.

The Westside Purple Line Ext. Section 3 - Advanced Utility Relocations project contractor has completed 86.43% of the estimated construction work hours on this project. The contractor currently exceeds the Local Targeted Worker goal at 46.66%, Apprentice Worker goal at 21.15%, Disadvantaged Worker goal at 11.20% and the minority participation percentage goals. The attainment for the 20% Apprentice Worker is based on total apprentice hours.

This contract falls under the U.S. DOT Local Hire Pilot Program.

The contractor is not meeting the 6.9% Female Participation goal at 4.04%. Staff issued an Executive Order 11246 Notice in July 27, 2018 and met with the prime contractor along with their job coordinator on August 7, 2018 to discuss the low female participation on this project. The contractor committed to perform more outreach activities focusing on female recruitment as part of their effort to increase female participation.

#### Metro Blue Line Signal System (Rehabilitation)

Prime: Mass Electric Construction Co.

The Metro Blue Line Signal System (Rehabilitation) project contractor has completed 14.21% of the estimated construction work hours on this project. The contractor is meeting the minority participation

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goals; however, the contractor is not meeting the 40% Targeted Worker goal at 14.87%, the 20% Apprentice Worker goal at 12.66% or the 10% Disadvantaged Worker goal at 2.50%. The attainment for the 20% Apprentice Worker is based on total apprentice hours.

The contractor has submitted an EHP which outlines compliance with meeting the PLA/CCP workforce goals at the latter part of 2019. Staff will continue monitoring the contractor's EHP and work closely with the contractor in meeting all worker goals for this project.

There is currently no female participation on this project. The project is at the early stage of construction with 14.21% project completion. Staff will issue a Female Participation Notice to the contractor.

Soundwall #11 Construction  
Prime: Powell Constructors, Inc.

The Soundwall #11 Construction project contractor has completed 12.85% of the estimated construction work hours on this project. The contractor is meeting the minority participation goals; however, the contractor is not meeting the 40% Targeted Worker goal at 32.59%, the 20% Apprentice Worker goal at 10.66% or the 10% Disadvantaged Worker goal at 0.21%. The attainment for the 20% Apprentice Worker is based on total apprentice hours.

The contractor has submitted an EHP which outlines compliance with meeting the PLA/CCP workforce goals at 65% project completion. Staff will continue monitoring the contractor's EHP and work closely with the contractor in meeting all worker goals for this project.

The contractor is not meeting the 6.90% Female Participation goal at 0.02%. The project is at the early stage of construction with 12.85% project completion. Staff will issue a Female Participation Notice to the contractor.

Willowbrooks/Rosa Parks Station Improvements  
Prime: Icon-West Inc.

The Willowbrooks/Rosa Parks Station Improvements project contractor has completed 9.85% of the estimated construction work hours on this project. The contractor currently exceeds the Targeted Worker goal at 63.10% and the minority participation goals; however, the contractor is not meeting the 20% Apprentice Worker goal at 19.00% or the 10% Disadvantaged Worker goal at 0.00%. The attainment for the 20% Apprentice Worker is based on total apprentice hours.

The contractor has submitted an EHP which outlines compliance with meeting the PLA/CCP workforce goals at 40% project completion. Staff will continue to monitor the contractor's EHP and work closely with the contractor in meeting all worker goals for this project.

There is currently no female participation on this project. The project is at the early stage of construction with 9.85% project completion. Staff will issue a Female Participation Notice to the contractor.



### **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 October 2018	No. of Female Workers November 2018	No. of Female Workers December 2018
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	166	167	170
Regional Connector Transit Corridor	Regional Connector Constructors, JV	71	72	74
Westside Subway Extension Project, Section 1	Skanska-Traylor-Shea, JV	73	73	73
Division 16 - Southwestern Yard	Hensel Phelps/Herzog, JV	41	43	46
Patsaouras Plaza Busway Station	OHL, USA, Inc.	2	3	3
New Maintenance of Way/Non Revenue Vehicle Bldg. 615	Clark Construction, Inc.	9	9	9
Division 1 Maintenance Annex Bldg.	Metro Builders, Inc.	2	3	3
Division 9 Maintenance Annex Bldg.	Metro Builders, Inc.	1	2	2
Westside Purple Line Extension Section 3 Advanced Utility Relocations	Bubalo Construction Inc.	2	2	2
Metro Blue Line Signal System Rehabilitation	Mass Electric Company	0	0	0
Soundwall #11 Construction	Powell Constructors	0	0	1
Willowbrooks/Rosa Parks Stations Improvements	Icon-West	0	0	0

## B. Women in the Trades Action Plan

Following is an update on efforts that are underway as of this reporting period.

- Women in the Trades Resource Guide: Staff developed a resource guide to provide contractors and job coordinators the industry best practices for outreach, recruitment, training and retention of workers with special focus on the outreach and recruitment of women. The resource guide contains support services, best practices and other areas of focus that have been identified by female workers and organizations such as Women In Non-Traditional Employment Roles (WINTER), all identified as vital to achieve a sustained career in the

construction industry. The Women in the Trades Resource Guide is published on Metro's PLA/CCP website and has been distributed to Metro's prime contractors, job coordinators and the LA/OC Building and Construction Trades Council. The guide will also be released via wide circulation to community based organizations and various industry sector publications.

**Status:** Completed

**Milestone:** Initiated development in early 2018; published in Oct 2018

- Job Coordinators Consulting Engagement Review: Staff has initiated efforts for the formal assessment of the active job coordinators' outreach and recruitment practices including overall processes in support of identifying best practices and/or areas of enhancement or modification. The effort is being conducted with the support of Metro's Audit Management Services Department. Staff will also leverage the results of the assessment and recommendations in the Request for Qualifications to re-establish the job coordinator panel.

**Status:** In process

**Milestone:** MASD has issued a draft report with proposed recommendations.

- Regional Construction Industry Workforce Disparity Study: A solicitation was issued for a comprehensive 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 including labor supply constraints, and other considerations. The Request for Proposal was issued in April 2018 and the contract was awarded to Estalano Lesar Advisors on August 22, 2018. The study was initiated in August 2018 and Metro staff along with the consultant met with the Building Trades Executive Board to provide an introduction to the disparity study and request ongoing support throughout the effort.

**Status:** In process

**Milestone:** Initiation of the study in August 2018; and projected completion in March 2019

DEOD staff will continue to focus on strategies to support the outreach, recruitment and retention of women into the trades with specific focus 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.

Strategies include:

- Quarterly Jobs Coordinator Meetings: Staff continues to host quarterly meetings with the job coordinators to discuss best practices, identify outreach and recruitment opportunities, review the female participation scorecard, and focus on worker retention and transition among Metro projects. The next quarterly meeting is scheduled for April 2019.
- Worker Retention Best Practices: Efforts have been initiated to identify and assess the available pre-apprenticeship training programs with a focus on those with demonstrated

success for candidate retention. Various best practices have been incorporated in the Women in the Trades Resource Guide. Staff is also looking into opportunities to strengthen retention tracking and reporting through the system software application, LCP Tracker.

- Transition Coordination: Staff has developed a formalized process to assist female workers to transition to other active or upcoming Metro projects as projects near the end of construction. The formalized process consists of the following actions:
  - Communicate female worker transition with prime contractors and jobs coordinators nearing 80% project completion;
  - Work with the jobs coordinators to 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 jobs coordinators; and
  - Follow-up monthly/quarterly on recruitment and placement progress.
  - Provide updates in PLA/CCP quarterly reports.
- Staff performed exit interviews with several female workers at the end of their employment on Metro construction projects. The intent was to identify issues and provide insights in improving female retention on Metro projects. A high-level summary of the results are as follows:
  - Total of 14 female workers were surveyed with a 36% response rate
  - Over 50% of the female workers are still employed and working on non-Metro projects
  - 20% of the female workers have changed careers
  - 20% are unemployed and still interested in working in the construction industry. As of January 2019, Metro has confirmed that these females are working on other non-Metro projects (union dispatched).

The result of exit interviews will be utilized to improve retention and transition coordination to all workers.

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.

Lastly, a summary of Contractor's Action Plans to increase female workers in response to the issued EO 11246 Notices is provided as Attachment C.

### **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**

DEOD's Outreach team continuously seeks opportunities to keep the community informed and engaged of construction career opportunities available through Metro's PLA/CCP. Staff collaborates with community-based organizations and other partners including the contractors on outreach events, initiatives and activities. Staff hosted the following outreach event as of this reporting period:

- On November 8, 2018, the Metro "Women Build METRO LA" Committee conducted a quarterly Apprenticeship Readiness Fair symposium on the Transportation Industry at Los Angeles County Arboretum (5<sup>th</sup> District). It focused on the many opportunities for women in the transportation industry with special focus on the construction trades.

The next WBMLA event will be scheduled in May 2019. Metro will host a WBMLA event here at Metro HQ to reach a wider geographic area. In September 2019, the WBMLA Committee will host a symposium, to be conducted at L.A. Southwest College in the southern part of Los Angeles County.

Staff is exploring partnership opportunities between Metro, WINTER and the City and County of Los Angeles for support of an evening training cohort for construction pre-apprenticeship training.

#### **NEXT STEPS**

DEOD staff will continue to monitor contractor's efforts and initiate the various strategies and activities as outlined and will continue to use best practices, initiatives and outreach efforts to promote awareness, engagement and participation in construction career opportunities.

#### **ATTACHMENTS**

Attachment A - PLA/CCP Completed Contracts

Attachment B - PLA/CCP Update Report Data

Attachment C - Contractors Plan to Increase Female Participation

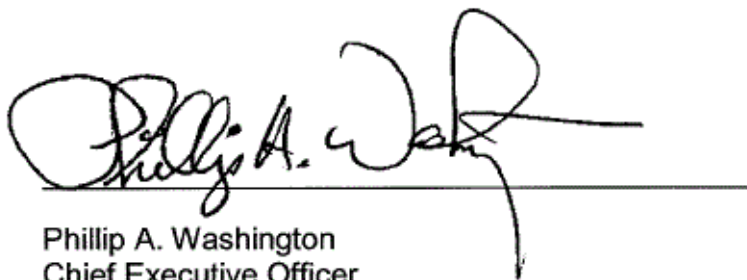
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Phillip A. Washington  
Chief Executive Officer

## ATTACHMENT A

### Completed Contracts:

Completed Projects:	Prime Contractor:	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.90%)	*Percentage of Disadvantaged Workers that are in the Criminal Justice System Category
Crenshaw Advanced Utility Relocation Project	Metro Builders	61.41%	13.84%	21.08%	0.52%	2.90%
Westside Subway Extension Advanced Utility Relocation	Metro Builders	67.47%	11.12%	11.08%	7.48%	0.00%
Westside Subway Exploratory Shaft	Innovative Construction Solutions	50.88%	75.05%	11.23%	0.42%	96.23%
Regional Connector Transit Corridor Adv. Utility Relocation	Pulice Construction	51.61%	21.37%	22.83%	2.57%	28.39%
CNG Emergency Generator Division 7 & 8	Taft Electric	46.42%	25.51%	39.08%	4.68%	39.48%
Division 13 CNG Fueling Facility, Design/Build/Operate	Clean Energy	67.54%	20.17%	60.72%	1.69%	49.48%
Metro Blue Line Stations Refurbishments	S.J. Amoroso	56.01%	26.10%	13.62%	0.48%	28.03%
Westside Extension Project Advanced Utility Relocation (Fairfax Station)	WA Rasic	63.27%	20.61%	19.90%	2.78%	9.24%
Metro Rail Security Kiosks	Icon-West	45.90%	27.06%	20.17%	0.00%	100.00%
Westside Extension Project Advanced Utility Relocation (La Cienega Station)	Bubalo Construction	65.15%	21.76%	20.96%	0.57%	28.10%
MRL/MOL North Hollywood Station West Entrance	Skanska, USA	57.79%	24.28%	15.78%	7.44%	84.26%

Completed Projects:	Prime Contractor:	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.90%)	*Percentage of Disadvantaged Workers that are in the Criminal Justice System Category
Patsouras Plaza POV Relocation, Pavers and Storm Drain Repair	AP Construction	76.46%	21.26%	42.56%	3.91%	6.48%
Universal City Pedestrian Bridge	Griffith Company	38.33%	27.49%	12.55%	1.57%	48.51%
MRL Pershing Square Canopy Addition and Escalator Replacements	Clark Construction, LLC	50.62%	33.68%	14.12%	1.46%	86.41%
Bob Hope Airport/ Hollywood Way Station	CA Rasmussen, Inc.	42.77%	22.62%	12.71%	0.80%	69.38%
Non-Revenue Maintenance Bldg. at Vernon Yard	Access Pacific, Inc.	54.16%	20.90%	12.93%	7.64%	5.35%
Metro Blue Line Pedestrian and Swing Gates Installation	Icon-West	65.33%	25.61%	11.56%	1.02%	98.57%

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

**Crenshaw Advanced Utility Relocation Project**  
**Prime: Metro Builders**

The Crenshaw Advanced Utility Relocation project is 100% complete as of September 2014. Final reporting shows the Targeted Worker attainment at 61.41%, Disadvantaged Worker attainment at 21.08% and the minority participation percentage goals were attained; however, the Contractor did not meet the 20% Apprentice Worker goal at 13.84% and the 6.90% Female Participation goal at 0.52%. The attainment for the 20% Apprentice worker goal is based on total apprenticeable hours. Metro staff met with the Contractor in January 2015 and executed liquidated damages for not meeting the apprentice goal for this project. The Contractor complied with Metro's liquidated damages and this issue is closed.



Westside Subway Extension Advanced Utility Relocation  
Prime: Metro Builders

The Westside Subway Extension Advanced Utility Relocation project is 100% complete as of October 2014. Final reporting shows the Targeted Worker attainment at 67.47%, Disadvantaged Worker attainment at 11.08%, Female Participation attainment at 7.48% and the minority participation percentage goals were attained; however, the Contractor did not meet the 20% Apprentice Worker goal at 11.12%. The attainment for the 20% Apprentice worker goal is based on total apprenticeable hours. Metro staff met with the Contractor in January 2015 and executed liquidated damages for not meeting the apprentice goal for this project. The Contractor complied with Metro's liquidated damages and this issue is closed.

Westside Subway Exploratory Shaft  
Prime: Innovative Construction Solutions (ICS)

The Westside Subway Extension Exploratory Shaft project is 100% complete as of October 2014. Final reporting shows the Targeted Worker attainment at 50.88%, Apprentice Worker attainment at 75.05%, Disadvantaged Worker attainment at 11.23% and the minority participation percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 0.42%. The attainment for the 20% Apprentice worker goal is based on total apprenticeable hours. No labor grievances occurred on this project.

Regional Connector Transit Corridor Advanced Utilities Relocation  
Prime: Pulice Construction

The Regional Connector Transit Corridor Advanced Utilities Relocation project was terminated for convenience in April 2015 and is now closed. Final reporting shows the Targeted Worker attainment at 51.61%, Apprentice Worker attainment at 21.37%, Disadvantaged Worker attainment at 22.83% and the minority participation percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 2.57%.

CNG Emergency Generator Division 7 and 8  
Prime: Taft Electric

The CNG Emergency Generator Division 7 and 8 project is 100% complete as of May 2015. Final reporting shows the Targeted Worker attainment at 46.42%, Apprentice Worker attainment at 25.51%, Disadvantaged Worker attainment at 39.08% and the minority percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 4.68%. The attainment for the 20% Apprentice worker goal is based on total apprenticeable hours. No labor grievances occurred on this project.

Division 13 CNG Fueling Facility, Design/Build/Operate  
Prime: Clean Energy

The Division 13 CNG Fueling Facility, Design/Build/Operate project Contractor is 100% complete as of June 2015. Final reporting shows the Targeted Worker attainment at 67.54%, Apprentice Worker attainment at 20.17%, Disadvantaged Worker attainment at 60.72% and the minority percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 1.69%. The attainment for the 20% Apprentice worker goal is based on total apprenticeable hours. No labor grievances occurred on this project.

Metro Blue Line Station Refurbishments  
Prime: S.J. Amoroso

The Metro Blue Line Station Refurbishments project Contractor is 100% complete as of August 2015. Final reporting shows the Targeted Worker attainment at 56.01%, Apprentice Worker attainment at 26.10%, Disadvantaged Worker attainment at 13.62% and the minority percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 0.48%. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours.

Westside Subway Extension Advanced Utility Relocation (Fairfax Station)  
Prime: W.A. Rasic

The Westside Subway Extension Advanced Utility Relocation – Fairfax Station project is 100% complete as of December 2015. Final reporting shows the Targeted Worker attainment at 63.27%, Apprentice Worker attainment at 20.61%, Disadvantaged Worker attainment at 19.90% and the minority percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 2.78%. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours.

Metro Rail Security Kiosks  
Prime: Icon-West

The Metro Rail Security Kiosks project is 100% complete as of March 2016. Final reporting shows the Targeted Worker attainment at 45.90%, Apprentice Worker attainment at 27.06%, Disadvantaged Worker attainment at 20.17% and the minority percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 0.00%. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours. No labor grievances occurred on this project.

Westside Extension Project Advanced Utility Relocation (La Cienega)  
Prime: Bubalo Construction

The Westside Extension Project Advanced Utility Relocation project is 100% completed as of October 2016. Final reporting shows the Targeted Worker attainment at 65.15%, Apprentice Worker attainment at 21.76%, Disadvantaged Worker attainment at 20.96% and the minority percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 0.57%. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours. No labor grievances occurred on this project.

Metro Red Line/Metro Orange Line (MRL/MOL) North Hollywood Station West Entrance  
Prime: Skanska

The Metro Red Line/Metro Orange Line (MRL/MOL) North Hollywood Station West Entrance project is 100% completed as of November 2016. Final reporting shows the Targeted Worker attainment at 57.79%, Apprentice Worker attainment at 24.28%, Disadvantaged Worker attainment at 15.78%, Female Participation goal at 7.44% and the minority percentage goals were attained. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours.

Patsaouras Plaza POV Relocation, Pavers and Storm Drain Repairs  
Prime: AP Construction

The Patsaouras Plaza Privately-Owned-Vehicle Relocation, Pavers and Storm Drain Repairs project is 100% completed as of April 2017. Final reporting shows the Targeted Worker attainment at 76.46%, Apprentice Worker attainment at 21.26%, Disadvantaged Worker attainment at 42.56% and the minority percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 3.91%. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours. No labor grievances occurred on this project.

Universal City Pedestrian Bridge  
Prime: Griffith Company

The Universal City Pedestrian Bridge project is 100% completed as of June 2017. Final reporting shows the Apprentice Worker attainment at 27.49%, Disadvantaged Worker goal at 12.55% and the minority participation percentage goals were attained; however, the Contractor did not meet the 40% Targeted Worker goal at 38.33% and the 6.90% Female Participation goal at 1.57%. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours. Staff executed liquidated damages for not meeting the Targeted Worker goal for this project. The assessed liquidated damages were utilized during negotiations to offset the contractor's claimed additional costs and this issue is closed.

MRL Pershing Square Canopy Addition and Escalator Replacement  
Prime: Clark Construction, LLP

The MRL Pershing Square Canopy Addition and Escalator Replacement project Contractor is 100% completed as of August 2017. Final reporting shows the Targeted Worker attainment at 50.62%, Apprentice Worker attainment at 33.68%, Disadvantaged Worker attainment at 14.12% and the minority percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 1.46%. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours. No labor grievances occurred on this project.

Bob Hope Airport/Hollywood Way Station  
Prime: CA Rasmussen

The Bob Hope Airport/Hollywood Way Station project is 100% completed as of April 2018. Final reporting shows the Targeted Worker attainment at 42.77%, the Apprentice Worker attainment at 22.62%, Disadvantaged Worker attainment at 12.71% and the minority percentage goals were attained; however, the Contractor did not meet the 6.90% Female Participation goal at 0.80%. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours. No labor grievances occurred on this project.

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

The Non-Revenue Maintenance Building at Vernon Yard project is 100% completed as of May 2018. Final reporting shows the Targeted Worker attainment at 54.16%, the Apprentice Worker attainment at 20.90%, Disadvantaged Worker attainment at 12.93%, Female Participation goal at 7.64% and the minority percentage goals were attained. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours.

Metro Blue Line Pedestrian & Swing Gates Installation  
Prime: Icon West

The Metro Blue Line Pedestrian & Swing Gates Installation project is 100% completed as of July 2018. Final reporting shows the Targeted Worker attainment at 65.33%, the Apprentice Worker attainment at 25.61%, Disadvantaged Worker attainment at 11.56%, Female Participation goal at 1.02% and the minority percentage goals were attained. The attainment for the 20% Apprentice Worker goal is based on total apprenticeable hours.

## **ATTACHMENT B**

# **Project Labor Agreement (PLA) / Construction Careers Policy (CCP) Update**

**Report Data Through  
December 2018 Reporting Period**

# Crenshaw/LAX Transit Corridor Project

PLA Targeted Worker Attainment: Prime: Walsh/Shea

## Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
6,040,427.43	60.22%	23.22% Based on Total Apprenticiable Work Hours	12.23%

Percentage Project Complete Based on Worker Hours: 91.79% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
6,040,427.43	11.85%	1.25%	21.27%	62.65%	1.03%	1.94%	76.78%	3.71%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Regional Connector Transit Corridor Project

**PLA Targeted Worker Attainment:** Prime: R.C.C., Joint Venture

## Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
1,728,101.85	58.89%	16.09% Based on Total Apprenticesable Work Hours	9.00%

Percentage Project Complete Based on Worker Hours: 52.61% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
1,728,101.85	7.19%	0.66%	25.87%	59.90%	0.82%	5.55%	68.57%	3.26%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Westside Subway Extension Project, Section 1 – D/B

**PLA Targeted Worker Attainment: Prime: S.T.S., Joint Venture**

## Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
1,519,264.99	64.19%	17.54% Based on Total Apprenticesable Work Hours	10.40%

**Percentage Project Complete Based on Worker Hours: 46.65%(rounded)**

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
1,519,264.99	11.01%	1.75%	21.39%	61.28%	0.35%	4.22%	74.39%	4.04%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



# Division 16: Southwestern Yard

**PLA Targeted Worker Attainment: Prime: Hensel Phelps/Herzog, JV**

## Report Data Through December 2018

No. of Work Hours*	Local Targeted Economically Disadvantaged Worker Utilization(%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
582,142.82	49.26%	29.25% <small>Based on Total Apprenticesable Work Hours</small>	10.25%

**Percentage Project Complete Based on Worker Hours: 97.07% (rounded)**

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
582,142.82	6.29%	1.23%	19.18%	53.24%	0.20%	19.86%	60.96%	4.01%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Patsaouras Plaza Busway Station

**PLA Targeted Worker Attainment:** Prime: OHL-USA, Inc.

## Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
70,843.75	57.36%	12.58% <small>Based on Total Apprenticesable Work Hours</small>	4.08%

**Percentage Project Complete Based on Worker Hours: 83.35% (rounded)**

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
70,843.75	1.24%	3.06%	16.84%	74.11%	0.23%	4.52%	78.64%	1.22%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Design Build – Maintenance of Way Bldg. 61S

**PLA Targeted Worker Attainment:** Prime: Clark Construction, Inc.

## Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
158,068.57	62.82%	25.28% <small>Based on Total Apprenticeship Work Hours</small>	11.72%

**Percentage Project Complete Based on Worker Hours: 92.98% (rounded)**

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
158,068.57	1.55%	1.32%	17.33%	61.44%	0.09%	18.26%	64.40%	0.65%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Division 1 Maintenance Annex Bldg.

**PLA Targeted Worker Attainment: Prime: Metro Builders, Inc.**

## Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
17,054.00	43.70%	19.98% <small>Based on Total Apprenticesable Work Hours</small>	14.29%

**Percentage Project Complete Based on Worker Hours: 84.64% (rounded)**

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
17,054.00	4.88%	0.81%	2.43%	78.62%	0.00%	13.26%	84.31%	5.49%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Division 9 Maintenance Annex Bldg.

**PLA Targeted Worker Attainment:** Prime: Metro Builders, Inc.

## Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
18,099.99	43.63%	26.85% <small>Based on Total Apprenticesable Work Hours</small>	9.43%

**Percentage Project Complete Based on Worker Hours: 98.91% (rounded)**

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
18,099.99	4.38%	0.49%	11.97%	66.36%	0.00%	16.81%	71.23%	1.07%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Westside Purple Line Ext. Sec 3 – Advanced Utility Rel

## PLA Targeted Worker Attainment: Prime: Bubalo Construction Co.

### Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
23,336.05	46.66%	21.15% Based on Total Apprenticeable Work Hours	11.20%

Percentage Project Complete Based on Worker Hours: 86.43% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
23,336.05	0.27%	1.31%	8.72%	88.87%	0.00%	0.83%	90.45%	4.04%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Metro Blue Line Signal System (Rehabilitation)

**PLA Targeted Worker Attainment: Prime: Mass Electric Construction**

## Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
6,855.00	14.87%	12.66% <small>Based on Total Apprenticeable Work Hours</small>	2.50%

**Percentage Project Complete Based on Worker Hours: 14.21% (rounded)**

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
6,855.00	1.49%	1.05%	31.33%	50.87%	2.95%	12.32%	56.36%	0.00%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Soundwall # 11 Construction

**PLA Targeted Worker Attainment: Prime: Powell Constructors, Inc.**

## Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
39,498.93	32.59%	10.66% <small>Based on Total Apprenticesable Work Hours</small>	0.21%

**Percentage Project Complete Based on Worker Hours: 12.85% (rounded)**

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
39,498.93	4.84%	0.00%	10.97%	79.42%	0.02%	4.75%	84.28%	0.02%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



# Willowbrooks/Rosa Parks Station Improvements

PLA Targeted Worker Attainment: Prime: Icon-West, Inc.

## Report Data Through December 2018

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
5,527.04	63.10%	19.00% <small>Based on Total Apprenticesable Work Hours</small>	0.00%

Percentage Project Complete Based on Worker Hours: 9.85% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
5,527.04	6.35%	1.28%	23.30%	66.78%	0.00%	2.28%	74.41%	0.00%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Crenshaw/LAX Advanced Utilities Relocations

PLA Targeted Worker Attainment: Prime: Metrobuilders

Report Data Through Oct 31, 2014 **(FINAL)**

No. of Work Hours	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
61,708.26*	61.41%		21.08%
43,277.52**		13.84%	

Percentage Project Complete Based on Worker Hours: 100%

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
61,708.26	11.66%	0.01%	22.02%	66.29%	0.01%	0.00%	77.97%	0.52%



\* Total Cumulative Project Hours as Reported by Prime Contractor.

\*\* Total Apprenticeable Cumulative Hours as Reported by Prime Contractor.

# Westside Subway Extension Advanced Utilities

PLA Targeted Worker Attainment: Prime: Metrobuilders

Report Data Through November 2014 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
37,731.76	67.47%	11.12%	11.08%

Percentage Project Complete Based on Worker Hours: 100%

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
37,731.76	3.92%	0.00%	12.76%	76.87%	0.00%	6.45%	80.79%	7.48%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Westside Subway Extension Exploratory Shaft

PLA Targeted Worker Attainment: Prime: Innovative Constructive Solutions

Report Data Through October 2014 **(FINAL)**

No. of Work Hours	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
*18,049.25	50.88%		11.23%
**238.50		75.05%	

Percentage Project Complete Based on Worker Hours: 100%

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
18,049.25	11.40%	0.00%	22.71%	33.18%	1.19%	31.52%	45.77%	0.42%



\* Total Cumulative Project Hours as Reported by Prime Contractor.

\*\* Total Apprenticeable Cumulative Hours as Reported by Prime Contractor.

# Regional Connector Advanced Utility Relocations

PLA Targeted Worker Attainment: Prime: Pulice

Report Data Through May 2015 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
58,903.00	51.61%	21.37% Contractor Reported Based on Total Work Hours	22.83%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
58,903.00	1.36%	0.41%	17.43%	80.30%	0.00%	0.50%	82.07%	2.57%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# CNG Emergency Generator Division 7 and 8

PLA Targeted Worker Attainment: Prime: Taft Electric Company

Report Data Through May 2015 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
3,289.50	46.42%	25.51% Based on Total Apprenticeable Work Hours	39.08%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
3,289.50	14.47%	1.92%	38.21%	45.40%	0.00%	0.00%	61.79%	4.68%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Division 13 CNG Fueling Facility, Design/Build/Operate

PLA Targeted Worker Attainment: Prime: Clean Energy

Report Data Through June 2015 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
11,496.00	67.54%	20.17% <small>Based on Total Apprenticiable Work Hours</small>	60.72%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
11,496.00	31.21%	3.03%	26.54%	39.23%	0.00%	0.00%	73.47%	1.69%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Metro Blue Line Station Refurbishments

PLA Targeted Worker Attainment: Prime: S.J. Amoroso

## Report Data Through June 2015 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
41,274.75	56.01%	26.10% Based on Total Apprenticesable Work Hours	13.62%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
41,274.75	16.59%	1.55%	20.72%	61.14%	0.00%	0.00%	79.28%	0.48%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



# Westside Subway Extension Project AUR (Fairfax Station)

PLA Targeted Worker Attainment: Prime: W.A. Rasic

## Report Data Through December 2015 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
37,510.00	63.27%	20.61% <small>Based on Total Apprenticable Work Hours</small>	19.90%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
37,510.00	9.44%	0.01%	13.39%	77.08%	0.00%	0.09%	86.53%	2.78%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Metro Rail Security Kiosks

## PLA Targeted Worker Attainment: Prime: Icon-West

### Report Data Through March 2016 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
7,281.75	45.90%	27.06% <small>Based on Total Apprenticesable Work Hours</small>	20.17%

Percentage Project Complete Based on Worker Hours: 100.00% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
7,281.75	48.19%	0.27%	15.16%	34.78%	0.87%	0.72%	84.11%	0.00%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Westside Extension Project AUR (La Cienega Station)

PLA Targeted Worker Attainment: Prime: Bubalo Construction

## Report Data Through October 2016 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
52,043.60	65.15%	21.76% <small>Based on Total Apprenticesable Work Hours</small>	20.96%

Percentage Project Complete Based on Worker Hours: 100% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
52,043.60	4.84%	0.00%	7.52%	87.64%	0.00%	0.00%	92.48%	0.57%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# MRL/MOL North Hollywood Station West Entrance

PLA Targeted Worker Attainment: Prime: Skanska

Report Data Through November 2016 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
85,105.00	57.79%	24.28% <small>Based on Total Apprenticesable Work Hours</small>	15.78%

Percentage Project Complete Based on Worker Hours: 100% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
85,105.00	11.06%	0.40%	27.47%	56.58%	1.04%	3.45%	69.08%	7.44%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Patsaouras Plaza POV Relocation, Pavers & Storm Drain PLA Targeted Worker Attainment: Prime: AP Construction

Report Data Through April 2017 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
18,173.00	76.46%	21.26% <small>Based on Total Apprenticesable Work Hours</small>	42.56%

Percentage Project Complete Based on Worker Hours: 100% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
18,173.00	6.96%	0.35%	3.31%	89.06%	0.00%	0.33%	96.37%	3.91%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Universal City Pedestrian Bridge

PLA Targeted Worker Attainment: Prime: Griffith Company

Report Data Through June 2017 **(FINAL)**

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
109,020.00	38.33%	27.49% <small>Based on total Apprenticeable Work hours</small>	12.55%

Percentage Project Complete Based on Worker Hours: 100% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/ Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
109,020.00	8.50%	4.11%	22.25%	61.79%	0.62%	2.83%	75.02%	1.57%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# MRL Pershing Square Canopy & Escalator Replacement

PLA Targeted Worker Attainment: Prime: Clark Construction, LLP

## Report Data Through June 2017 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
22,562.00	50.62%	33.68% <small>Based on Total Apprenticesable Work Hours</small>	14.12%

Percentage Project Complete Based on Worker Hours: 100% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
22,562.00	6.13%	1.91%	41.21%	46.93%	1.15%	2.67%	56.12%	1.46%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Bob Hope Airport/Hollywood Way Station

PLA Targeted Worker Attainment: Prime: C.A. Rasmussen, Inc.

## Report Data Through April 2018 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
21,378.00	42.77%	22.62% <small>Based on Total Apprenticesable Work Hours</small>	12.71%

Percentage Project Complete Based on Worker Hours: 100% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
21,378.00	2.78%	0.13%	10.20%	73.09%	0.04%	13.75%	76.04%	0.80%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.



# Non-Revenue Maintenance Bldg. at Vernon Yard

PLA Targeted Worker Attainment: Prime: Access Pacific, Inc.

## Report Data Through May 2018 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
12,350.00	54.16%	20.90% Based on Total Apprenticeable Work Hours	12.93%

Percentage Project Complete Based on Worker Hours: 100% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
12,350.00	0.39%	0.22%	11.91%	82.01%	0.52%	4.96%	83.14%	7.64%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

# Metro Blue Line Pedestrian & Swing Gates

PLA Targeted Worker Attainment: Prime: Icon-West

## Report Data Through July 2018 (FINAL)

No. of Work Hours*	Targeted Economically Disadvantaged Worker Utilization (%) Goal: 40%	Apprentice Utilization (%) Goal: 20%	Disadvantaged Worker Utilization (%) Goal: 10%
62,860.00	65.33%	25.61% <small>Based on Total Apprenticesable Work Hours</small>	11.56%

Percentage Project Complete Based on Worker Hours: 100% (rounded)

## Executive Order 11246 Demographic Summary

No. of Work Hours*	African American Utilization	Asian/Pacific Islander Utilization	Caucasian Utilization	Hispanic Utilization	Native American Utilization	Other/Declined to state	Minority Utilization Goal: 28.3% (rounded)	Female Utilization Goal: 6.9%
62,860.00	5.09%	0.02%	12.09%	76.59%	0.00%	5.07%	81.70%	1.02%



\*Cumulative Hours Through End of Noted Reporting Period – as Reported by Prime Contractor. Data subject to change to reflect updates or audits.

**EXHIBIT C**  
**CONTRACTORS PLAN TO INCREASE FEMALE PARTICIPATION**

<b>Project Name:</b>	<b>Prime Contractor:</b>	<b>Action Plan to Increase Female Participation</b>	<b>Accomplishments</b>
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	<ul style="list-style-type: none"> <li>• Continued collaboration with Community Based Organization in outreaching to female workers.</li> <li>• Targeted outreach</li> <li>• Collaborate with various unions</li> </ul>	Increased female participation attainment from 3.27% in September 2017 to 3.71% as of this reporting period. To date a total of 170 female workers hired on the project.
Regional Connector Transit Corridor	Regional Connector Constructors, JV	<ul style="list-style-type: none"> <li>• Continued collaboration with Community Based Organization in outreaching to female workers</li> <li>• Targeted Outreach</li> <li>• Sponsor female workers into the unions</li> </ul>	Contractor has sponsored several females into the various union trades. To date a total of 74 female workers hired on the project.
Westside Subway Extension Project, Section 1 – D/B	Skanska-Traylor-Shea, JV	<ul style="list-style-type: none"> <li>• Continued collaboration with Community Based Organization to outreach to female workers</li> <li>• Targeted Outreach</li> <li>• Sponsor female workers into the unions</li> </ul>	Contractor has sponsored several females into the various union trades. To date a total of 73 female workers hired on the project.
Division 16 Southwestern Yard	Hensel Phelps/Herzog, JV	<ul style="list-style-type: none"> <li>• Targeted outreach to female workers</li> <li>• Sponsor female workers into the unions</li> </ul>	Contractor has hired additional 3 female workers as of this reporting period. Attained 4.01% female participation as of this reporting period. To date a total of 46 female workers hired on the project.
Patsaouras Plaza Busway Station	OHL-USA, Inc.	<ul style="list-style-type: none"> <li>• Contractor to request female workers from the unions.</li> <li>• Targeted outreach to female workers</li> </ul>	Non-reported at this time, project on hold status.
New Maintenance of Way/Non Revenue Vehicle Building 61S	Clark Construction, Inc.	<ul style="list-style-type: none"> <li>• Contractor to collaborate with WINTER to recruit female workers</li> <li>• Targeted outreach to female workers</li> </ul>	Contractor hired a female worker as of this reporting period, bringing a total of 9 female workers hired on the project.
Westside Purple Line Extension Project, Section 3 Advanced Utility Relocations	Bubalo Construction Co.	<ul style="list-style-type: none"> <li>• Targeted Outreach</li> <li>• Sponsor female workers to the unions</li> </ul>	Contractor sponsored 2 female workers into the unions. Attained 4.04% female participation as of this reporting period.





Project Labor Agreement (PLA)/  
Construction Careers Policy (CCP) Report  
Construction Committee  
March 21, 2019

## PLA/CCP Program Achievements

- **Attainment - Program Inception to December 2018**
  - 59.63% Economically Disadvantaged
  - 21.61% Apprentice
  - 11.56% Disadvantaged
- >\$209 Million paid to Targeted Workers \*
  - \$40 Million paid to Disadvantaged Workers \*
  - \$56 Million paid to Apprentice Workers\*\*
- Exceeded Targeted/Apprentice/Disadvantaged Worker Goals
- No work stoppages or lockouts

(\*Based on the lowest laborers rate as of June 2017)

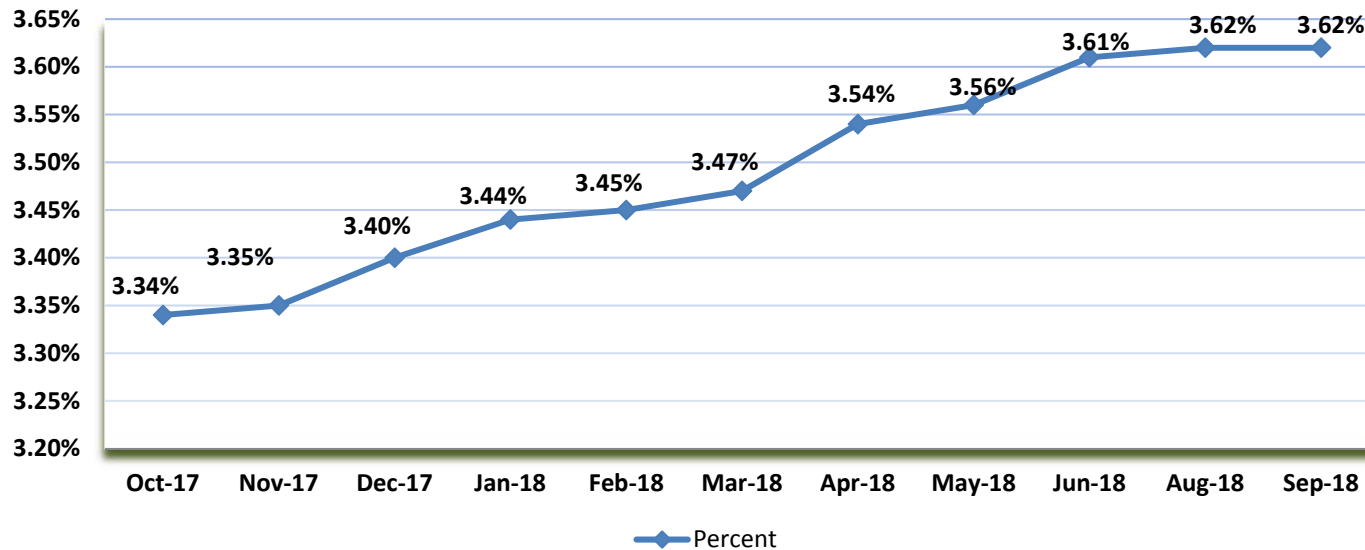
(\*\*Based on the lowest apprentice rate as of January 2017)

(Workers may fall into multiple categories)



# Female Participation Attainment

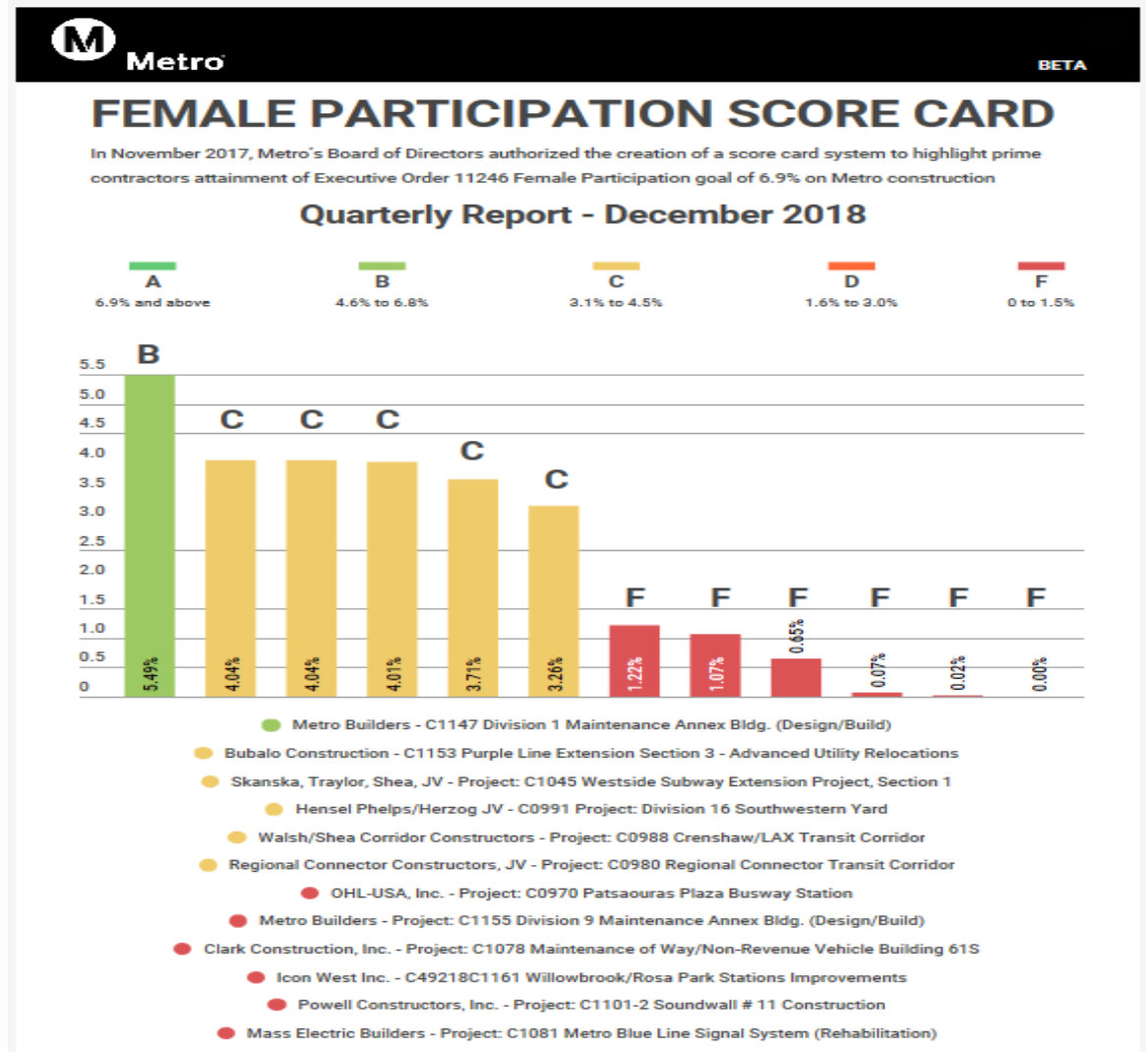
## Female Participation Attainment



- Steady measurable increase of overall participation
- 385 female workers were hired on all active construction projects as of reporting period

# Female Participation Score Card

- ❖ Overall female participation attainment is 3.62%
- ❖ Highest rating as of FY 19 Q2 reporting is B grade







## Women in the Trades Action Plan

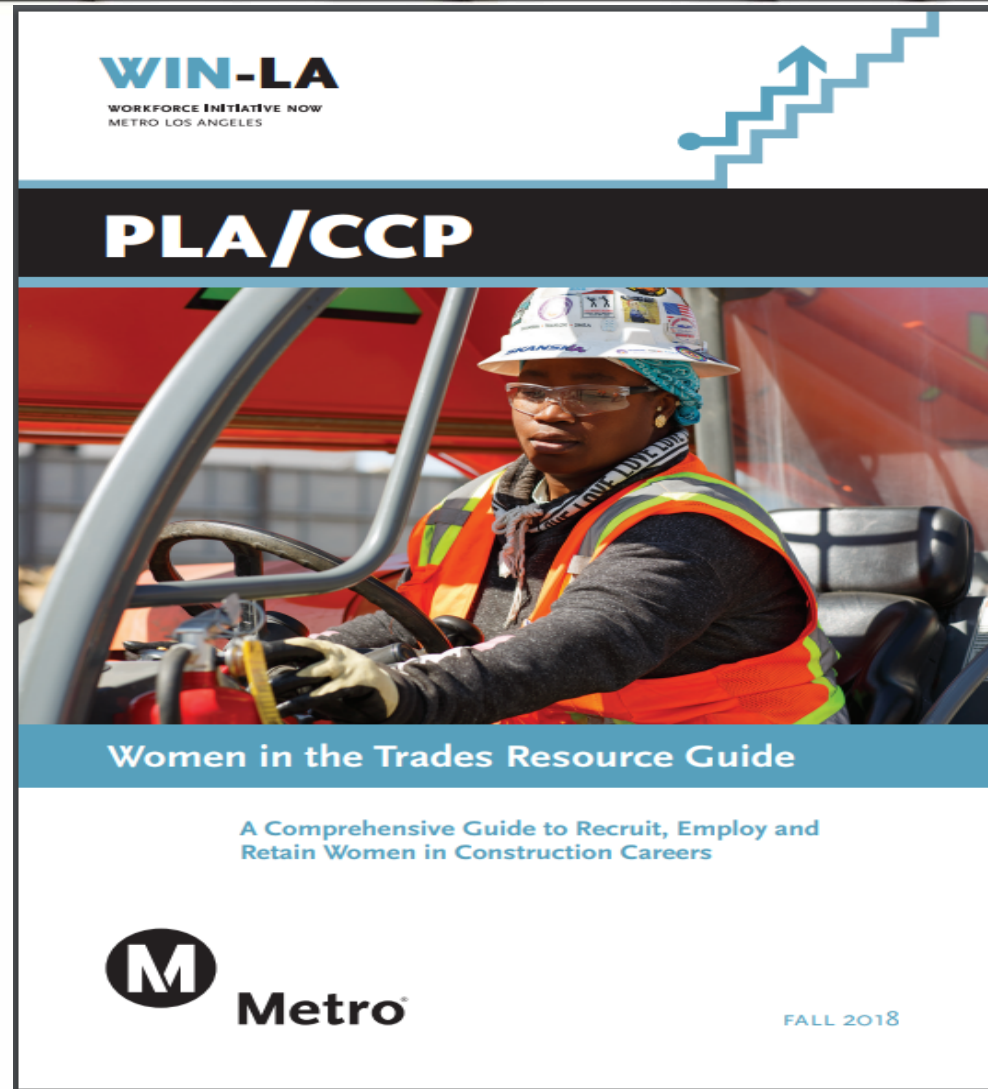
- Initiated efforts to increase female participation attainment such as: female participation scorecard, quarterly meeting with prime contractor's job coordinators and increased female attainment compliance monitoring; including other initiatives
- Developed an action plan now rebranded as Women in the Trades Action Plan
- Developed Women in Trades Resources Guide
- Commissioned a Regional Construction Workforce Study to assess the current and future capacity of women in the trades



**Metro**

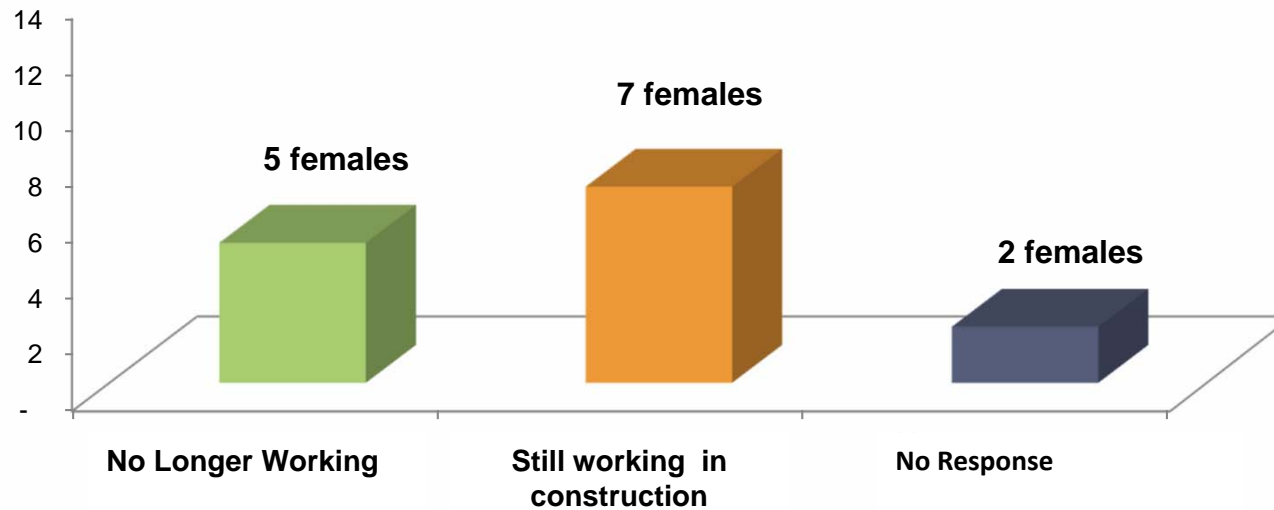
# Women in the Trades Resource Guide

- ❖ Provide insights and best practices to contractors, job coordinators and workers
- ❖ Developed in collaboration with partners such as WINTER and others



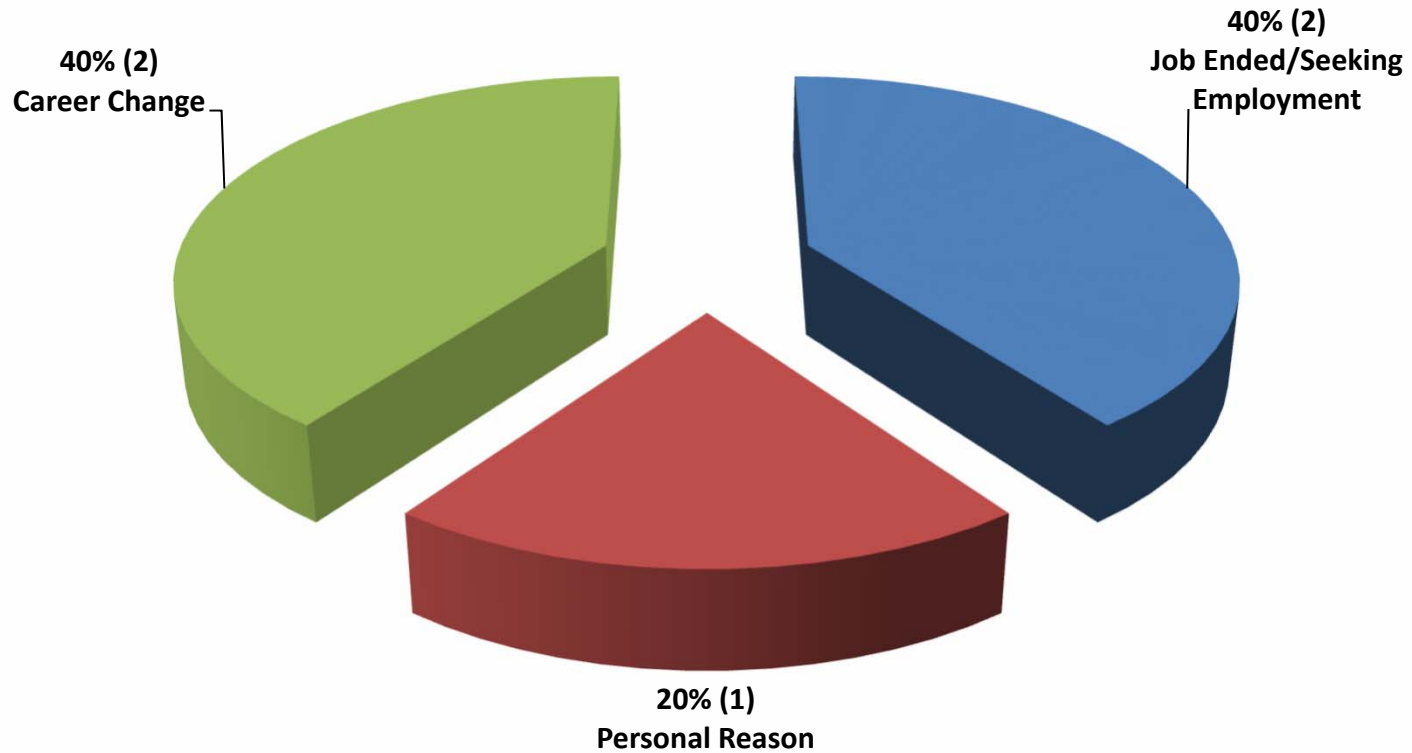
# Female Worker Exit Interviews

## Population 14 Females From Regional Connector Corridor Project



# Female Worker Exit Interviews

## 5 Female Workers From Regional Connector Project No Longer Working



## Outreach and Engagement Activities

- ❖ Ongoing focus on recruitment and retention of women on Metro projects
- ❖ Implement best practices and/or recommendations from Regional Construction Workforce Study
- ❖ Continue outreach and engagement activities
- ❖ “Women Build METRO LA” Apprenticeship Readiness Fair symposium on November 8, 2018 in 5<sup>th</sup> District
- ❖ “Women Build METRO LA” event May 17, 2019 at LA Metro







Thank you