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Agenda - Final

Thursday, May 16, 2024

9:30 AM

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Stephanie Wiggins, Chief Executive Officer

METROPOLITAN TRANSPORTATION AUTHORITY BOARD AGENDA RULES

(ALSO APPLIES TO BOARD COMMITTEES)

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

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- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
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CALL TO ORDER**ROLL CALL**

APPROVE Consent Calendar Item: 16.

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

CONSENT CALENDAR

- 16. SUBJECT: NORTH HOLLYWOOD TO PASADENA BUS RAPID
TRANSIT PROJECT - FINAL DESIGN SERVICES**

[2024-0063](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD Contract No. AE112357000 to prepare Plans, Specifications, and Estimates (PS&E) for the North Hollywood to Pasadena Bus Rapid Transit Project (Project) to HDR Engineering, Inc., in the amount of \$29,846,544 subject to resolution of properly submitted protest(s), if any; and
- B. EXECUTE individual Contract Modifications within the CEO's Board approved authority.

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

NON-CONSENT

- 17. SUBJECT: PURPLE (D LINE) EXTENSION PROJECT SECTION 1**

[2023-0397](#)

RECOMMENDATION

AMEND the Life-of-Project (LOP) budget for the Purple (D Line) Extension Project Section 1 (Project) by \$225,000,000 from \$3,128,879,593 to \$3,353,879,593 using the fund sources as summarized in Attachment A and consistent with the provisions of the Board-adopted Measure R and Measure M Unified Cost Management Policy. (Attachment B).

Attachments: [Attachment A - Funding Expenditure Plan](#)
 [Attachment B - Measure R & M Unified Cost Management Policy Analysis](#)
 [Attachment C - Projected Breakdown of Cost Allocation for \\$225 Million](#)

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

[2024-0238](#)

RECOMMENDATION

RECEIVE AND FILE status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending December 2023.

Attachments: [Attachment A - PLA/CCP Quarterly Brochure](#)
 [Attachment B - Women in the Trades Resource Guide](#)
 [Attachment C - DEOD Outreach Activities](#)
 [Attachment D - Board Motion 29](#)
 [Presentation](#)

19. **SUBJECT: FISCAL YEAR 2025 PROGRAM MANAGEMENT ANNUAL PROGRAM EVALUATION**

[2024-0179](#)

RECOMMENDATION

RECEIVE AND FILE status report on FY25 Program Management Annual Program Evaluation.

SUBJECT: GENERAL PUBLIC COMMENT

[2024-0295](#)

RECEIVE General Public Comment

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

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

Adjournment



Board Report

File #: 2024-0063, **File Type:** Contract

Agenda Number: 16.

CONSTRUCTION COMMITTEE MAY 16, 2024

SUBJECT: NORTH HOLLYWOOD TO PASADENA BUS RAPID TRANSIT PROJECT - FINAL DESIGN SERVICES

ACTION: AWARD CONTRACT

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD Contract No. AE112357000 to prepare Plans, Specifications, and Estimates (PS&E) for the North Hollywood to Pasadena Bus Rapid Transit Project (Project) to HDR Engineering, Inc., in the amount of \$29,846,544 subject to resolution of properly submitted protest(s), if any; and
- B. EXECUTE individual Contract Modifications within the CEO's Board approved authority.

ISSUE

Board approval is required to execute the contract to complete PS&E for the Project. PS&E is the next phase in the project development process and must be completed before construction can begin.

BACKGROUND

The Project is a 19-mile Bus Rapid Transit (BRT) corridor with 22 stations. The Project serves as a key regional connection between the San Fernando and San Gabriel Valleys and traverses the communities of North Hollywood, Burbank, Glendale, Eagle Rock, and Pasadena. Each community has dense residential populations and many cultural, entertainment, shopping, and employment areas throughout, including the NoHo Arts District, Burbank Media District, Glendale Galleria, Americana at Brand, Eagle Rock Plaza, and Old Pasadena.

Following the completion of the environmental phase in April 2022, the Board certified the final environmental impact report (FEIR) and approved the Project. The approved Project entered Advanced Preliminary Engineering (APE), which includes advancing design work and continued coordination with the cities and communities along the corridor, and the Preliminary Engineering (PE) phase was completed in December of 2023.

The Construction Manager/General Contractor (CM/GC) approach will be used to deliver and construct the Project. Utilizing CM/GC provides the benefit of construction contractor input during the design phase before the start of construction.

There is currently an active procurement to support the CM/GC contract. Once the procurement process is completed, a recommendation to award the CM/GC contract will be brought to the Board for consideration.

The Project goals are to:

- Advance a premium transit service that is more competitive with private automobile travel;
- Improve accessibility for disadvantaged communities;
- Improve transit access to major activity and employment centers;
- Enhance connectivity to Metro and other regional transit services;
- Provide improved passenger comfort and convenience; and
- Support community plans and transit-oriented community goals

DISCUSSION

This contract for PS&E is to complete the final design for the Project. Finalizing the design requires managing resources and coordinating staff to monitor the progress of the contract, taking corrective action when necessary, and establishing controls and assuring quality to ensure the objectives of the PS&E phase of the Project are met. The services provided under the recommended contract will include the initiation, planning, execution, control, and closeout of the PS&E process.

PS&E work will require extensive coordination between Metro, the Cities of Los Angeles, Burbank, Glendale and Pasadena, Caltrans, and two supporting contracts including:

- Program Management Support Services (PMSS) contract; and
- Construction Manager/General Contractor contract

The PS&E firm will develop the final design and approved-for-construction plans and specifications by providing highly skilled and qualified individuals to work collaboratively with Metro staff, the PMSS consultant, the CM/GC contractor, and third-party stakeholders.

By utilizing the CM/GC approach to deliver and construct the Project, the construction contractor will provide feedback during the design development phase before the start of construction. The PS&E team will work collaboratively with the CM/GC staff and incorporate input on constructability, Project phasing, and value engineering ideas as the design progresses.

The Project alignment runs through four municipalities and is built entirely within the public right-of-

way. The PS&E is responsible for developing the design in accordance with the applicable standards of each municipality along the alignment, with extensive coordination and design reviews with each City. The design for the Project will be packaged in five (5) segments (North Hollywood, Burbank, Glendale, Eagle Rock, and Pasadena) to facilitate phasing the design and construction of the project to optimize the schedule while accommodating the different design review and approval processes applicable to each of the four municipalities.

The PS&E team will also support the Project's outreach and communications plan with technical input, engineering drawings, and other information critical to supporting robust community and other stakeholder engagement.

DETERMINATION OF SAFETY IMPACT

This action will have no detrimental impact on safety.

FINANCIAL IMPACT

The FY2024 adopted budget includes \$2,000,000 in Cost Center 8510, Project 871401 for the Project PS&E. Since this is a multi-year contract, the Chief Program Management Officer and Project Manager will be responsible for budgeting in the future years.

Impact to Budget

The Project has capital funding programmed into the Metro financial forecast based on the cost estimate prepared for the Measure M Expenditure Plan of \$267 million with an additional \$50 million in SB1 funds, for a total of \$317 million.

The source of funds for this action is Measure M 35% dedicated to this project by ordinance.

EQUITY PLATFORM

The Diversity and Economic Opportunity Department (DEOD) established a 24% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. The proposed contractor team exceeded Metro's small business goals by making a 37.69% Small Business Enterprise and 3% Disabled Veteran Business Enterprise (DBVE) commitment.

The PS&E proposal evaluation criteria allocated a possible five points out of 100 to the proposing firm's demonstration of a well-defined approach to ensure that Cultural Competency is considered and executed in the performance of the Scope of Services. Proposers were instructed to reference policies and practices at the organizational level as well as values and behaviors at the individual level that will establish reciprocal relationships that support trustworthy communication between the Project team and the community.

The Project area includes several Equity Focus Communities (EFCs) in North Hollywood, Burbank, Glendale and Pasadena and will provide the benefits of enhanced mobility and regional access for transit riders within those communities.

The Project team provided robust stakeholder engagement and focused outreach activities to better engage transit riders and EFCs to inform the planning and environmental review and will continue this robust outreach during design and construction activities.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Recommendation supports:

- Strategic Plan Goal 1: Provide high quality mobility options that enable people to spend less time traveling;
- Strategic Plan Goal 2: Deliver outstanding trip experience for all users of the transportation system; and
- Strategic Plan Goal 3: Enhance communities and lives through mobility and access to opportunity.

ALTERNATIVES CONSIDERED

The Board could decide not to approve the recommended PS&E contract for the Project. This alternative is not recommended because the use of an experienced PS&E contractor is necessary to advance the conceptual level design to construction ready documents.

NEXT STEPS

Upon Board approval, staff will execute Contract No. AE112357000 with HDR Engineering Inc., for PS&E services.

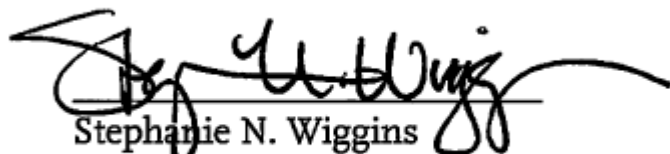
ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Anthony DeFrenza, Senior Director, Construction Management, (213) 922-7170
Mark Van Gessel, Executive Officer, Projects Engineering, (310) 431-3354
Carolina Coppolo, Interim Deputy Chief Vendor/Contract Management Officer
(213) 922-4471

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



Stephanie N. Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

NORTH HOLLYWOOD TO PASADENA BUS RAPID TRANSIT (BRT) PROJECT –
FINAL DESIGN SERVICES / AE112357000

1.	Contract Number: AE112357000	
2.	Recommended Vendor: HDR Engineering, Inc.	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: 8/31/2023	
	B. Advertised/Publicized: 8/31/2023	
	C. Pre-Proposal Conference: 9/21/2023	
	D. Proposals Due: 10/16/2023	
	E. Pre-Qualification Completed: 3/12/2024	
	F. Ethics Declaration Forms Submitted to Ethics: 10/19/2023	
	G. Protest Period End Date: 5/20/2024	
5.	Solicitations Picked up/Downloaded: 103	Proposals Received: 3
6.	Contract Administrator: Anush Beglaryan	Telephone Number: (213) 418-3047
7.	Project Manager: Anthony Defrenza	Telephone Number: (213) 922-7107

A. Procurement Background

This Board Action is to approve Contract No. AE112357000 issued in support of Plans, Specifications, and Estimate (PS&E) Services for the North Hollywood to Pasadena Bus Rapid Transit (BRT) Project. Board approval of contract awards are subject to the resolution of any properly submitted protest(s), if any.

The Request for Proposals (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is cost reimbursable plus fixed fee.

One amendment was issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on October 2, 2023, clarified Exhibits.

On September 21, 2023, a virtual pre-proposal conference was held with a total of 46 individuals in attendance. There were three sets of questions and responses released prior to the proposal due date.

A total of 103 firms downloaded the RFP and were registered in the plan holder's list. A total of three proposals were received on October 16, 2023.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro's Engineering Office, Planning & Development, and Program Control was convened and conducted a comprehensive technical evaluation of the proposals received.

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

• Degree of the Skill and Experience of Proposed Team	45 Points
• Effectiveness of Project Management Plan	20 Points
• Project Understanding and Approach	30 Points
• Approach to Cultural Competency	<u>5 Points</u>
	100 Points

The evaluation criteria are appropriate and consistent with criteria developed for other, similar Architectural and Engineering (A&E) procurements. Several factors were considered when developing these weights, giving the greatest importance to the Degree of the Skill and Experience of Proposed Team and Project Understanding and Approach.

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

All three proposals received were determined to be within the competitive range and are listed below in alphabetical order:

1. Arcadis
2. HDR Engineering, Inc.
3. STV, Inc.

During November and December 2023, the PET reviewed and scored each proposal. On January 23, 2024, the PET met and interviewed all three firms. The firms' project managers and key team members had an opportunity to present each team's experience and qualifications for completing design work on similar projects.

Qualifications Summary of Recommended Firm:

HDR Engineering, Inc. (HDR) demonstrated similar past PS&E experience with BRT projects and has proposed a highly qualified team that possesses public transportation experience and has successfully delivered more than 80 BRT projects nationwide. Their proposal provided a thorough understanding of the project and

their approach to performing the design work. HDR achieved the highest average score of 4.33 for their Approach to Cultural Competency.

After evaluation of proposals and interviews, the PET's recommendation in the order of ranking is shown in the table below:

1	Firm	Weighted Average Score	Factor Weight	Average Score	Rank
2	HDR ENGINEERING, INC.				
3	Degree of the Skill and Experience of Proposed Team	94.82	45.00%	42.67	
4	Effectiveness of Project Management Plan	80.00	20.00%	16.00	
5	Project Understanding and Approach	78.89	30.00%	23.67	
6	Approach to Cultural Competency	86.67	5.00%	4.33	
7	Total		100.00%	86.67	1
8	STV, INC.				
9	Degree of the Skill and Experience of Proposed Team	74.82	45.00%	33.67	
10	Effectiveness of Project Management Plan	68.33	20.00%	13.66	
11	Project Understanding and Approach	85.57	30.00%	25.67	
12	Approach to Cultural Competency	73.33	5.00%	3.67	
13	Total		100.00%	76.67	2
14	ARCADIS				
15	Degree of the Skill and Experience of Proposed Team	68.89	45.00%	31.00	
16	Effectiveness of Project Management Plan	75.00	20.00%	15.00	
17	Project Understanding and Approach	83.33	30.00%	25.00	
18	Approach to Cultural Competency	80.00	5.00%	4.00	
19	Total		100.00%	75.00	3

C. Cost/Price Analysis

Consistent with Metro's procurement procedures, prior to when the RFP was issued, Metro's technical staff prepared an Independent Cost Estimate (ICE) based on the estimated Level of Effort (LOE) (staff positions/labor hours) required by the Scope of Services (SOS) included in the RFP. The ICE provided the basis for Metro's development of pre-negotiation objectives and Metro's negotiation position.

Subsequent to reviewing the cost proposal of the most qualified firm, staff initiated negotiations with the following objectives: (1) to negotiate and reduce the cost; (2) to clarify the proposer's assumptions, estimates, inclusions and exclusions to the SOS; and (3) to arrive at a mutually agreeable fair and reasonable LOE and Not-to-Exceed (NTE) cost for this cost reimbursable contract.

Proposer Name	Proposal Amount	Metro ICE	Negotiated or NTE amount
HDR Engineering, Inc.	\$41,808,116	\$18,982,200	\$29,846,544

HDR Engineering Inc.'s initial cost proposal was \$41,808,116. Staff successfully negotiated this down to \$29,846,544, reflecting a cost savings of \$11,961,572. Staff determined that HDR's original cost proposal identified labor hours which were outside of the SOS included in the RFP. Also, HDR's original cost proposal improperly included speculative contingency for risk of future regulations.

The difference of \$10,864,344 between Metro's ICE and the negotiated NTE amount is due to the following factors:

- The project corridor encompasses four cities. The ICE assumed that within the PS&E team, two design groups would advance the design in parallel, each responsible for two of the four cities. HDR's proposal includes staffing for five design groups, one for each of the four municipalities and one for the development of design for early works construction. The additional staffing necessary to coordinate work among five teams results in the largest difference between the ICE and the negotiated amount. During negotiations, HDR justified their proposed five-team approach as being the most efficient way to perform the project's Scope of Services and manage the relationship with each of the four cities. Metro's project team agrees that the improved ability to respond to the cities' specific concerns afforded by this approach will mitigate the risk of overall project schedule impacts caused by one city or individual reviewer and warrants the additional staffing and costs as proposed by HDR.
- When the ICE was developed, the project cooperative agreements with the City of Burbank, City of Glendale, City of Los Angeles, and City of Pasadena were under development, with a target to finalize agreements before the PS&E contract was awarded. Three of the four agreements are still under negotiations; accordingly, some of the durations for city activities that have an impact on the overall design schedule have not been finalized. HDR's approach provides for a 17.5-month overall design duration compared to a 16-month overall design duration assumed in the ICE. This additional time, which Program Management agrees with, allows for more flexibility in accommodating the cities' reviewing durations within the overall proposed LOE.

The Metro project team, in collaboration with the PS&E team, will regularly evaluate the assigned PS&E staff and the organization of the PS&E team and work collaboratively to make adjustments as necessary to deliver the design as efficiently and cost-effectively as possible.

D. Background on Recommended Contractor

The recommended firm, HDR Engineering, Inc. (HDR), located in Los Angeles, CA, was founded in 1917. HDR's Los Angeles office has been in business for more than 17 years and has been conducting business with various Los Angeles agencies, including LA Metro. HDR has demonstrated successful past similar experience providing PS&E services for other major transit projects in Los Angeles County as well as actively working on Metro projects such as the I-105 ExpressLanes, Southeast Gateway Line (Formerly West Santa Ana Branch Transit Corridor), and Purple (D Line) Extension Project.

DEOD SUMMARY

**NORTH HOLLYWOOD TO PASADENA BUS RAPID TRANSIT (BRT) PROJECT –
FINAL DESIGN SERVICES / AE112357000**

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established an overall 24% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. HDR Engineering, Inc. (HDR), exceeded the SBE goal by making a 37.69% commitment and met the DVBE goal with a 3% commitment.

Small Business Goal	24% SBE 3% DVBE	Small Business Commitment	37.69% SBE 3% DVBE
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	SBE Subcontractors	% Committed
1.	Coast Surveying, Inc.	1.08%
2.	D'Leon Consulting Engineers	10.44%
3.	Geo-Advantec, Inc.	2.44%
4.	Kroner Environmental Services, Inc.	0.28%
5.	Monument ROW	0.29%
6.	MPF, Inc.	4.66%
7.	Tatsumi and Partners, Inc.	4.91%
8.	V&A, Inc.	10.44%
9.	WEFAS Architecture	3.15%
	Total SBE Commitment	37.69%

	DVBE Subcontractors	% Committed
1.	Amheart Solutions	3.00%
	Total DVBE Commitment	3.00%

B. Local Small Business Preference Program (LSBE)

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

C. Living Wage and Service Contract Worker Retention Policy Applicability

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

D. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA). Trades that may be covered include: surveying, potholing, field, soils and materials testing, building construction inspection, construction management and other support trades.

E. Project Labor Agreement/Construction Careers Policy

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

**Board Report**

File #: 2023-0397, **File Type:** Budget**Agenda Number:** 17.

**CONSTRUCTION COMMITTEE
MAY 16, 2024****SUBJECT: PURPLE (D LINE) EXTENSION PROJECT SECTION 1****ACTION: APPROVE RECOMMENDATION****RECOMMENDATION**

AMEND the Life-of-Project (LOP) budget for the Purple (D Line) Extension Project Section 1 (Project) by \$225,000,000 from \$3,128,879,593 to \$3,353,879,593 using the fund sources as summarized in Attachment A and consistent with the provisions of the Board-adopted Measure R and Measure M Unified Cost Management Policy (Attachment B).

ISSUE

The Project has reached the ninth year of its anticipated 10-year duration, and as of April 2024 is 91% complete. Currently, the Project has less than 3% of its current LOP budget contingency remaining. It is expected that this contingency will be exhausted by June 2024. This Board Report requests an LOP budget increase to address several unresolved requests for changes (RFCs). This LOP budget increase encompasses the settlement of a comprehensive claim submitted by the design/build Contractor, Skanska Traylor Shea (STS), which resolves thirty-three unresolved RFCs as well as a request for an extension of Contract Time. It also provides additional funding that is needed for real estate and professional services that were impacted by schedule delays, while replenishing sufficient contingency needed for the remainder of the Project.

BACKGROUND

Section 1 of the nine-mile Purple (D Line) Extension Project represents the initial phase of three sections, all part of Metro's Measure R Program. This section, entirely underground, encompasses the construction of approximately 3.92 miles of double-track heavy rail subway and introduces three new stations: Wilshire/La Brea, Wilshire/Fairfax, and Wilshire/La Cienega. Additionally, it includes the procurement of 34 heavy rail vehicles and the construction of a Maintenance-of-Way and Non-Revenue Vehicle Building at the south end of the existing Division 20 Yard (Location 64).

Wilshire/La Brea and Wilshire/Fairfax fall under the jurisdiction of the City of Los Angeles, while the Wilshire/La Cienega Station is within the jurisdiction of the City of Beverly Hills.

On July 24, 2014, Metro's Board approved the LOP budget of \$2,773,879,593 for the Project. Subsequently, on November 4, 2014, a 107-month design/build contract (C1045) was awarded to Skanska, Traylor, and Shea (STS). The Notice to Proceed was issued on January 12, 2015. On August 27, 2020, the Board authorized a \$200 million increase to the LOP budget. This adjustment aimed to address differing site conditions, an increase in third-party and safety requirements, and changes in scope-related items. The Wilshire/San Vicente anomaly was identified as a potential change to the Project at that time. However, the full extent of the scope of work needed to safely tunnel through the intersection and the associated risks to the Project schedule were not fully known.

On May 27, 2021, the Board authorized a \$150 million increase to the LOP budget. This allocation was intended to address the challenges associated with the Wilshire/San Vicente anomaly.

DISCUSSION

The settlement agreement between Metro and STS is the result of several months of fact-finding on Contract Time, along with numerous meetings, discussions, and exchanges of information. These discussions clarified specific cost and schedule elements in STS's submitted comprehensive claim.

This Project has been adversely affected over the last nine years by unforeseen third-party requirements, including changes mandated by LADWP, LABOE, and the City of Beverly Hills. Additionally, the Project has encountered differing site conditions (DSCs) at various locations. At Wilshire/La Brea Station, additional water was encountered during excavation. At Wilshire/Fairfax Station, along with the adjacent tunnels, the Project faced additional gas mitigations. Similarly, at Wilshire/La Cienega Station and the adjacent tunnel, the Project had to address anomalies discovered along the tunnel alignment and contend with additional water during Station excavation.

In addition to the DSCs outlined above, the Contractor has submitted over thirty RFCs that were not funded in the previous LOP budget Board requests. The Project attempted to resolve some of these RFCs through the use of the Alternate Disputes Resolution (ADR) process, which included a Disputes Review Board (DRB) and the use of a Neutral Evaluator (NE). This ultimately allowed Metro and the Contractor to reach a settlement agreement, which is included in this LOP budget request.

Although most STS claims are resolved within this requested LOP budget increase, there remains a claim from STS that is still a disputed item, which is RFC-12. Within RFC-12, STS continues to claim entitlement to delay compensation for its inability to complete the Project early. Since Metro continues to dispute this claim, the requested amount in this Board Report does not include any amounts for the claim.

Planned Project Completion

The Project has commenced its systems integration phase, leveraging insights gleaned from the recently inaugurated Crenshaw/LAX and Regional Connector Projects. Throughout these systems integration processes, the Project's management team communicated with their mega-project counterparts, actively learning from their experiences and successes.

Additionally, key staff members from Metro who contributed to the systems integration of the Crenshaw/LAX Project are now working on this Project. Furthermore, STS served as a major joint venture partner on the Regional Connector Project and employs the same systems integration team for this Project. This is consistent with OIG recommendations on construction best practices, fostering a culture of reporting lessons learned to those involved in capital projects, thereby ensuring the utilization of all insights to enhance each project throughout its planning, design, development, and construction phases.

The Project maintains a robust partnership with Metro Operations, facilitating multiple weekly meetings to review ongoing project scopes, particularly at the existing Wilshire/Western Station interface. The Project is coordinating the receipt of critical materials from the Metro Red (B) Line Yard and reviewing support measures for testing and startup.

Although The Project's systems integration phase is in its initial stages, proactive measures are underway to ensure its successful and timely completion. The Project anticipates the substantial completion date of July 5, 2025.

Economic Benefits of the Project

The economic benefits of the Project have been calculated using the REMI TranSight modeling tool using year of expenditure dollars (YOES). The model extends the economic impacts previously calculated by LAEDC beyond the construction phase and into the operations and maintenance phases and accounts for economic activity in addition to construction. This allows benefits such as travel time savings, emissions reductions, leisure time savings, and safety impacts, in addition to the economic stimulus from the public investment to be incorporated, as well as the impact from permanent operating jobs created after the Project is placed in service. REMI is the leading software solution for evaluating the total economic effects of transportation policy and is used by various other large transportation agencies in the nation as well as the Southern California Association of Governments (SCAG). The total Project investment (including capital, interest, and operations and maintenance expenditures) is estimated to generate about \$5.2 billion in direct, indirect, and induced economic output for the Los Angeles regional economy through FY 2047. These figures consider this segment of the Project in isolation. The potential economic benefits that the Project creates for other components of the transportation network by increasing passenger trips and connectivity are not separately estimated. The Project is also expected to generate 30,600 construction jobs and 34,000 non-construction jobs (Each job is equivalent to a full-time position for a one-year period).

Metro's Project Labor Agreement (PLA) and Construction Careers Policy (CCP) are applicable to the Project's design/build contract (C1045). The Contractor is committed to complying with the PLA/CCP workforce requirements. As of March 2024, the Contractor is achieving the 40% Targeted Worker Goal (from economically disadvantaged areas) at 63.69%, the 20% Apprentice Worker Goal at 20.14%, and the 10% Disadvantaged Worker Goal at 11.66%. Female participation is at 3.97%, equivalent to a grade of C, and is anticipated to continually increase as construction progresses.

DETERMINATION OF SAFETY IMPACT

This Board action will not impact established safety standards for Metro's construction projects.

FINANCIAL IMPACT

FY24's budget provides the necessary funds under Project 865518 Purple (D Line) Extension Project Section 1 and in Cost Center 8510 (Construction Project Management).

Since this is a multi-year capital project, the Chief Program Management Officer and the Project Manager will be responsible for budgeting costs in future fiscal years.

Impact to Budget

The source of funds for the recommended actions is local Measure R 35% Transit Capital. These funds are not Subregional Equity Program funds nor eligible for operating costs.

Multiyear Impact

The sources of funds for the Project are capital funds identified in the recommended Funding/Expenditure Plan, as shown in Attachment A. With respect to the \$225,000,000 increase, Attachment B shows the Measure R and Measure M Unified Cost Management Policy (the Policy) analysis and funding strategy required for cost increases to Measure R Projects.

To comply with the Policy of the Metro Board of Directors, Metro staff has evaluated potential offsetting cost reductions, including scope reductions, value engineering, a shorter segment, and has determined these are not feasible. The source of funds to address the LOP budget increase is Measure R Transit Capital (35%). The Measure R ordinance includes \$4,074,000,000 that can be expended on the Project, and the Board has approved transfers of Measure R to the Westside Subway Extension totaling \$415,391,156. Before the proposed LOP budget increase to the Project, the Board approved \$4,110,355,492 of Measure R for the Westside Subway Extension Sections 1, 2, and 3, and for Division 20.

This report identifies additional funding resources consistent with the Policy approved by the Board in 2018. In summary, the Policy was developed in recognition that some projects would need

additional funding, and the Policy provides a consistent and equitable process to ensure that financial impacts are limited to the local area where the project is located and do not have a region-wide impact.

The Policy defines a cascading list of actions that can be taken. Since the Project is so far along, actions such as value engineering or changes in scope are no longer feasible. Additional funding is the only option.

EQUITY PLATFORM

The Project is located in the Cities of Los Angeles and Beverly Hills and is not within any Equity Focus Communities. However, once the Project is completed, it will directly and positively impact the surrounding communities of color as well as EFC populations who work on the westside. The completed Project will provide opportunities such as improved mobility and access to not only employment on the Westside but also other parts of the City, improving the overall quality of life. The LOP budget increase will support the completion of the Project so that EFC populations can benefit from improved mobility.

The Contract has Disadvantaged Business Enterprise (DBE) goals of 17.0% for construction and 20.3% for design. The current level of participation as of February 2024 is 18.91% for construction and 22.34% for design.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This recommendation supports Strategic Plan Goal #1 - Provide high-quality mobility options that enable people to spend less time traveling.

ALTERNATIVES CONSIDERED

The Board may choose not to move forward with amending the LOP budget. This is not recommended as Metro cannot complete the Project according to the current schedule.

NEXT STEPS

Upon approval by the Board, the LOP budget will be amended accordingly per the recommendation.

ATTACHMENTS

Attachment A - Funding Expenditure Plan

Attachment B - Measure R and Measure M Unified Cost Management Policy Analysis

Attachment C - Projected Breakdown of Cost Allocation for \$225 Million

Prepared by:

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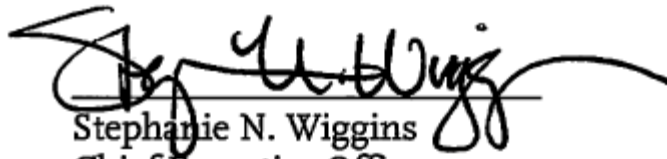
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Chief Executive Officer

ATTACHMENT A
PURPLE (D LINE) EXTENSION PROJECT SECTION 1
Funding/Expenditure Plan
(Dollars in Millions)

Capital Project 865518	Current LOP Budget (May 2021)	Proposed LOP Budget Revision	Prior Expenditures	FY24	FY25	FY26	LOP Budget Forecast	% of Total
Uses of Funds								
Construction	2,093.3	2,359.1	1,805.7	347.8	196.1	9.6	2,359.1	70.3%
Right-of-Way	203.0	210.9	188.6	10.0	10.0	2.3	210.9	6.3%
Vehicles	108.3	108.3	31.7	28.2	30.4	18.0	108.3	3.2%
Professional Services	616.5	623.2	511.3	53.5	43.6	14.9	623.2	18.6%
Project Contingency	68.4	13.0	-	5.0	6.6	1.3	13.0	0.4%
Subtotal Project	3,089.5	3,314.5	2,537.3	444.5	286.7	46.1	3,314.5	98.8%
Environmental/Planning	39.4	39.4	39.4	-	-	-	39.4	1.2%
Total Project Cost	3,128.9	3,353.9	2,576.7	444.5	286.7	46.1	3,353.9	100.0%
Sources of Funds								
Section 5309 New Starts	1,250.0	1,250.0	937.8	291.9	20.4	-	1,250.0	37.3%
Section 5309 New Starts - American Rescue Plan Act of 2021	66.4	66.4	66.4	-	-	-	66.4	2.0%
Congestion Mitigation & Air Quality Program (CMAQ)	12.2	12.2	12.2				12.2	0.4%
Section 5339 Alternatives Analysis	0.5	0.5	0.5				0.5	0.0%
Measure R 35% (TIFIA Loan Proceeds)	749.3	749.3	749.3	-	-	-	749.3	22.3%
Measure R - Transit Capital (35%)	909.4	1,109.8	688.9	130.6	244.3	46.1	1,109.8	33.1%
Measure R 35% from Crenshaw*	83.6	83.6	83.6				83.6	2.5%
Local Agency Transit Project Contributions	75.3	75.3	31.3	22.0	22.0	-	75.3	2.2%
Repayment of Capital Project Loans (Fund 3562)**	(20.4)	0.0	0.0	-	-	-	0.0	0.0%
Transportation Development Act (TDA) - Admin	-	4.1	4.1	-	-	-	4.1	0.1%
Regional Improvement Program Funds (RIP)	2.6	2.6	2.6	-	-	-	2.6	0.1%
Total Project Funding	3,128.9	3,353.9	2,576.7	444.5	286.7	46.1	3,353.9	100.0%

* Board Report Item 2021-0222

** The remaining \$20.4M million of Capital Project Loans were fully repaid in FY23.

ATTACHMENT B

Westside Purple Line Extension Section 1 Project

Measure R and Measure M Unified Cost Management Policy Analysis

Introduction

The Measure R and Measure M Unified Cost Management Policy (the Policy) was adopted by the Metro Board of Directors in July 2018. The precursor Measure R cost management policy was adopted in March 2011. The purpose of the Policy is to inform the Metro Board of Directors regarding cost increases to Measure R- and Measure M-funded projects and the strategies available to close a funding gap. The Westside Purple Line Extension Section 1 Project (the Project) is subject to this policy analysis.

The life of project (LOP) budget for the Project was last approved by the Board on May 20, 2021, at \$3,128,879,593. The Project is now subject to the Policy analysis due to a proposed \$225,000,000 increase to the LOP budget. Funding for the cost increase is needed through FY 2026. The Project anticipates the revenue service date to extend through the summer of 2025. This analysis recommends trade-offs required by the Policy to identify the funds necessary to meet the cost increase.

Measure R and Measure M Unified Cost Management Policy Summary

The adopted Policy stipulates the following:

If a project cost increase occurs, the Metro Board of Directors must approve a plan of action to address the issue before taking any action to permit the project to move to the next milestone. Shortfalls will first be addressed at the project level prior to evaluation for any additional resources using these methods in this order as appropriate:

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

Scope Reductions

The scope increases to mitigate unavoidable unforeseen conditions were evaluated and deemed necessary. Delays caused by the mitigation of these anomalies have impacted follow-on construction activities. Due to the delays related to the San Vicente Anomaly which affected the Project's revenue service date (RSD), the Project requires the continuation of engineering, construction, and project management services. In addition, extensions to the existing temporary construction easement (TCE) agreements are also required. These TCE agreements are anticipated to be above and beyond the current real estate budget. As the project is nearing completion, scope reductions were not feasible.

New Local Agency Funding Resources

Local funding resources (i.e., specific to the affected corridor or subregion) are considered in the next step as opposed to countywide or regional sources so as not to impact the funding of other Metro Board-approved projects and programs or subregions in the County.

The Project is eligible for Measure R funding and is allocated a portion of the total \$4,074,000,000 of funding that is identified for the “Westside Subway Extension” in the Measure R sales tax ordinance Expenditure Plan. The Board has also approved transfers of Measure R to Westside Subway Extension totaling \$415,391,156 from the Crenshaw/LAX project. Prior to the proposed LOP increase to the Project, the Board has approved \$4,110,355,492 of Measure R Westside Subway Extension programming for Sections 1, 2, and 3, and for Division 20.

The Project is located in the Central City and Westside subregions and has station locations in the cities of Beverly Hills and Los Angeles. Local funding resources from both subregions and the cities could be considered for the cost increase.

Subregional Programs

Measure M has funding for a transit-eligible Subregional Equity Program (SEP) in the Central City Area and Westside Cities subregions. The subregions could allocate a portion of the funding for the Project, which requires notice to and approval by the subregions. Metro staff has previously recommended that the Measure M Subregional Equity Program (SEP) is used to address cost increases in the respective subregion. Staff recommended the South Bay and Central City Area subregions allocate a portion of the SEP to address a \$90,000,000 cost increase on the Crenshaw/LAX Transit Project, and the San Gabriel Valley subregion allocates \$126,000,000 for Gold Line Foothill 2B. Metro staff has also recommended that the Central City Area and Westside Cities subregions use the SEP to reimburse \$84,571,156 for a Westside Extension Section 1 cost increase, and Central City Area utilize SEP funding to address an \$11,900,000 shortfall on the Eastside Light Rail Access project (Board item #2020-0931). However, motion #2021-0435 from June 2021 states that, henceforth the Policy is amended to eliminate the Subregional Equity Program from consideration to address project funding shortfalls during construction. Because of this motion, the SEP is not considered for the Project cost increase.

Local Agency Contributions

The Cities of Los Angeles and Beverly Hills have Project stations and are expected to contribute funding to the Project as part of the 3% local agency funding assumption included in the Measure R ordinance and is a requirement of the Measure M ordinance. However, the cities are generally not responsible for cost increases to the Project, and the 3% contributions are not considered a source of funding for the Project cost increase.

Measure M, Measure R, and Propositions A and C provide “local return” funding to Los Angeles and Beverly Hills. Los Angeles will receive an estimated \$3.8 billion of local

return over ten years from FY 2023 to FY 2032 while Beverly Hills is expecting \$32 million that is eligible for transit use and could contribute a portion to the Project. However, prior Board actions relating to the Twenty-Eight by '28 Initiative and funding for the cost increase to Gold Line Foothill 2B, Crenshaw/LAX Transit, Westside Subway Section 1, and Eastside Access did not support the use of local return. It is presumed these funds would similarly not be available for the cost increase to the Project.

State and Federal Funding (Discretionary)

The FTA has previously granted the Purple Line Subway Extension Section 1, Section 2, and Section 3 projects \$1.25 billion, \$1.187 billion, and \$1.3 billion, respectively, through the New Starts program. The March 2021 federal American Rescue Plan Act increased the New Starts grant on all three sections by \$218,284,002. In addition, through federal budgetary action, FTA provided an additional \$59,583,554 for Section 1, and has accelerated much of all three sections' New Starts funding compared to the scheduled payments in the Full Funding Grant Agreement.

Metro used the additional New Starts to address \$66,428,844 of a \$150,000,000 cost increase for Section 1 in May 2021, a \$75,000,000 cost increase for Division 20 in February 2022, an \$80,000,000 cost increase for Division 20 in April 2023, the \$134,000,000 cost increase for Section 2 in July 2023, but no further capacity remains.

Additional State or federal discretionary funding (where Metro would compete for the funding) is not probable, given that the Project has experienced cost increases, and the design/build contract has already been awarded.

Value Engineering

The requested Project cost increases are primarily due to the discovery of unexpected conditions in the path of construction. Value Engineering principles have been utilized to the extent possible to address the problems that were encountered. Efforts were made to select the best value option for each situation that balanced the need for a cost-effective solution while minimizing the potential impacts on project completion dates. If the obstructions had not been discovered and removed before the arrival of the tunnel boring machines (TBMs), the cost of extracting the damaged machines through the street surface above would have been considerably higher. Any attempt to identify and negotiate agreeable value engineering may result in further delays and potential additional costs.

Other Cost Reductions within the Same Transit or Highway Corridor or the Same Sub-region

The city and subregion have existing funding programs that have funding amounts yet to be programmed to the subregion or spent. The SEP is discussed above in the section "Subregional Programs."

The city of Los Angeles also receives funding through the Call-For-Projects, the competitive grant program funded and managed by Metro for the benefit of LA County cities, transit operators, and State highway projects last held in 2015. At times the

funding for certain projects in the Call-For-Projects is "de-obligated" if not spent within a reasonable timeframe, and this can be a funding source for other uses. Currently, there is no meaningful amount of de-obligated funds available unless the city chooses to terminate an existing project and all other projects are moving through their respective development process.

The subregions receive Measure M funding for other transit capital projects - Sepulveda Pass Transit Corridor, Crenshaw Northern Extension, West Santa Ana Branch, Vermont BRT, and Lincoln Blvd BRT. These projects have not been completed or have not completed their respective environmental processes. It is too early to determine if they could be delivered with excess or surplus funding that could provide funding for the Project cost increase.

Countywide Cost Reductions and/or Other Funds

Regional or countywide funding could be considered if new local agency resources are not allocated to the Project cost increase. These funds are programmed for other uses in Metro's 2020 Long Range Transportation Plan financial forecast during the timeframe when funds are needed for the Project cost increase. Eligible sources of countywide funding, including operations-eligible funds, are limited due to the restriction on using Proposition A and C for the Project and include General Fund and Lease Revenues. To address the restriction on Proposition A and C for the new subway, Metro has previously implemented multi-project funding swaps where Proposition A and or C was programmed on a project and an equal amount of Measure R was then programmed on the subway project with the cost increase. Countywide funds would be considered if new local agency resources are not utilized for the cost increase.

State and Federal Funding (Formula)

Metro receives quasi-formula funding through the Congestion Mitigation & Air Quality Program (CMAQ), Regional Improvement Program (RIP), Local Partnership Program (LPP), and Surface Transportation Block Grant Program (STBGP) (Formerly RSTP). The approved funding plan, before the current LOP increase, includes \$12.2 million of CMAQ, but no STBGP, RIP, and LPP are allocated. However, there is currently no capacity in the RIP or LPP. The RIP has been allocated to projects submitted in Metro's RTIP, and the next cycle of the LPP is planned to be used for other purposes. CMAQ and STBGP program guidelines after the 2021 corrective action now require any new project or new project phase funded with CMAQ and/or STBGP funds to be subject to a formal nomination and competitive project selection process. As a result, programming additional CMAQ and STBGP to the Project would be more difficult and require additional time.

Recommendation

Metro staff recommends using \$225 million of local Measure R 35% Transit Capital for the proposed LOP budget increase.

ATTACHMENT C

Westside Purple Line Extension Section 1 Project Projected Breakdown of Cost Allocation for \$225 million

Amount	Description
\$194,000,000	Construction Tunnels, Stations, Trackwork, Systems and Systems Integration Testing (D/B Contract C1045)
\$8,000,000	ROW, Land, Existing Improvements Extension of Temporary Construction Easement (TCE) lease agreements.
\$10,000,000	Professional Services <ul style="list-style-type: none">o EMSS - WSP: Engineering management support services providing design review support and assessment of engineering issues during construction.o CMSS - WEST: Construction management support services procured to support Metro staff in oversight of specific areas of project construction disciplines such as field inspectors, resident engineers and other construction support.o Legal Services: County Counsel legal services to assist project management.o Third Party Coordination - City of Beverly Hills: Provides engineering, construction support and legal services for City Staff and Consultants associated with the D/B Contract C1045.
\$13,000,000	Unallocated Project Contingency Amount not yet allocated to a specific line item but is required for anticipated unknown cost increases.
\$225,000,000	Total Increase

Board Report 2023-0397

May 2024

Life of Project (LOP) Budget Increase

WESTSIDE PURPLE LINE EXTENSION SECTION 1

BACKGROUND

- The Project is currently 91% complete.
- With the implementation of the pending settlement agreement the anticipated Revenue Service Date (RSD) is Fall 2025.
- Estimated daily linked trips on the project using current year inputs of population and employment are 20,700. This number is expected to grow to 33,700 daily linked trips by 2035.



WESTSIDE PURPLE LINE EXTENSION SECTION 1

- The Design/Build Contractor submitted a \$480 million claim including 33 Request for Changes (RFCs) that were not funded in previous budget requests.
- The Project has negotiated a pending settlement agreement of \$190 million to address the Contractor's \$480 million claim, excluding RFC 12 (Delay, Schedule Mitigation, and Inefficiency).
- The recommended \$225 million budget increase will:
 - Provide funding for the pending \$190 million settlement of the Contractor's \$480 million claim.
 - Provide \$35 million in funding for Real Estate, Professional Services, replenishing contingency, and the extension of the Project for an anticipated RSD of Fall 2025.



Wilshire/Fairfax Station Porcelain Tile Installation



Wilshire/La Cienega Station LFAT Testing

WESTSIDE PURPLE LINE EXTENSION SECTION 1

LESSONS LEARNED

- Due to this Project's experienced DSC's, Program Management has implemented lessons learned for future geotechnical investigations as follows:
 - Conduct routine geotechnical investigations for all projects.
 - Early risk and reward identification based on potentially problematic areas identified in Phase 1.
 - Expand geotechnical investigations.
 - Further geotechnical investigations for certain contracts.
 - Utilize new technologies such as horizontal drilling and universal mapping.
- These geotechnical specification revisions are consistent with the 2023 OIG recommendations in regards to lessons learned and implementation on future underground projects.

RECOMMENDATION

APPROVE: AMENDING the Life of Project (LOP) budget by \$225,000,000

- Current LOP: \$3,128,879,593
- Revised LOP: \$3,353,879,593



Reach 1 Tunnel Cable Installation



Wilshire/La Brea Station Canopy



Board Report

File #: 2024-0238, **File Type:** Informational Report

Agenda Number: 18.

CONSTRUCTION COMMITTEE MAY 16, 2024

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

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending December 2023.

ISSUE

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

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

BACKGROUND

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

DISCUSSION

Metro's PLA/CCP provides training and employment opportunities in the construction industry to individuals residing in economically disadvantaged areas and disadvantaged workers. Since Metro's PLA/CCP inception and up to this reporting period, over \$559 million in wages have been paid to individuals residing in economically disadvantaged areas, and over \$104 million in wages paid to disadvantaged workers.

This report provides a status update on the construction contracts covered by the PLA/CCP, including an overview of the Diversity and Economic Opportunity Department (DEOD) staff's efforts on female participation. This report provides an update on the PLA/CCP through the quarter ending December 2023 (Attachment A).

PLA/CCP Status Update

As of December 2023, there are 15 active construction contracts with PLA/CCP program requirements, including ten contracts subject to the Local Hire Initiative (from economically disadvantaged areas of LA County). Thirteen contractors exceeded the 40% Targeted Worker Goal (from economically disadvantaged areas), 11 exceeded the 20% Apprentice Worker Goal, and 10 exceeded the 10% Disadvantaged Worker Goal. Thirty-two completed construction contracts were subject to the PLA/CCP since inception of the program in 2012.

Overall (aggregate), PLA/CCP program-wide attainment of the three workforce goals has been met and exceeded due to a collaborative effort between Metro, the Building Trade Unions, and contractors.

The following tables represent the active construction projects as of the December 2023 quarterly reporting period.

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

Project Name	Prime Contractor	Project Completion Percent	Targeted Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Regional Connector Transit Corridor	Regional Connectors, JV	99.70%	62.90%	19.97%	10.73%	4.05% = C	72.96%
Westside Subway Extension Project, Sec 1	Skanska-Taylor-Shea, JV	94.27%	63.54%	20.08%	11.86%	3.94% = C	82.73%
Purple Line Ext. Sec. 3 – Stations Project	Tutor Perini/O&G, JV	30.30%	60.96%	13.19%	10.43%	3.54% = C	77.66%
Rail to Rail Active Transportation Corridor	Griffith Company	71.27%	63.40%	20.53%	9.83%	6.97% = A	29.36%
Rosecrans/Marquardt Grand Separation Project	Flatiron	75.89%	57.82%	21.09%	9.36%	2.04% = D	98.20%

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

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

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

Project Name	Prime Contractor	Project Completion Percent	Local Worker Goal (40%)	Apprentice Worker Goal (20%)	Disadvantaged Worker Goal (10%)	Female Utilization Goal (6.9%) & Grade	Percentage of Disadvantaged Worker Participation that are in the Criminal Justice System (*)
Westside PLE Project, Section 2 – D/B	Tutor Perini/O&G, JV	63.80%	42.77%	17.01%	8.91%	2.69% = D	55.04%
Purple Line Ex. Sec 3 – Tunnels Project	Frontier Kemper/Tutor Perini Corp.	98.76%	44.09%	19.70%	10.24%	3.61% = C	48.60%
Soundwall #11 Construction	Powell Constructors, Inc.	99.25%	42.26%	20.18%	10.86%	0.54% = F	70.35%
Div. 20 Portal Widening Turnback Project	Tutor Perini Corp.	81.12%	47.69%	17.78%	12.77%	6.73% = B	44.69%
Metro Center St. Project	SJ Amoroso Construction	75.33%	50.60%	27.23%	10.76%	1.82% = D	62.56%
Airport Metro Connector Transit Station	Tutor Perini Corp.	75.31%	49.77%	20.08%	10.25%	3.86% = C	58.47%
Division 20 TPSS (PWT 2)	C3M Power Systems	86.04%	30.32%	28.92%	24.65%	0.68% = F	70.74%
CLAX Construction Punch Out Work	Griffith Company	71.37%	41.81%	20.17%	9.91%	3.68% = D	85.63%
Harbor Gateway Transit Center Electric Charging Station	Pro-Cal Lighting, Inc.	80.24%	67.46%	32.65%	10.07%	4.51% = C	55.21%
ESFV Adv. Utility Adjustment/DWP	W.A. Rasic Company	47.91%	33.32%	20.47%	11.89%	0.05% = F	61.52%

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

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

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

Local Hire Update

On April 4, 2024, the Federal Office of Management Budget (OMB) removed the federal prohibition on using geographic hiring preference popularly known as "Local Hire" through the release of the

2024 Revisions of their Uniform Guidance document under Code of Federal Regulations (CFR) Part 200.

Henceforth, Metro's PLA and CCP Local Hire efforts will be permanent on federal and state-funded construction projects that have a minimum contract value of \$2.5 million. Provided below is a list of anticipated construction projects wherein PLA/CCP local hire will be applicable.

1-105 Expressway (CM/GC)	Div and Facilities Fire Alarm Replacement
G-Line Progressive Design-Build	Div 8 & CMF Bus Hoist Replacement
LA Union Station and Esplanade Improv	Crenshaw/LAX K-Line Paving
1-605 South Street Off Ramp Improvements	Rail Operation Control Chillers
EB SR91 Atlantic to Cherry Improvements	Division 9 Charging Infrastructure
As of April 2024	

Female Workers on Active Construction Projects

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

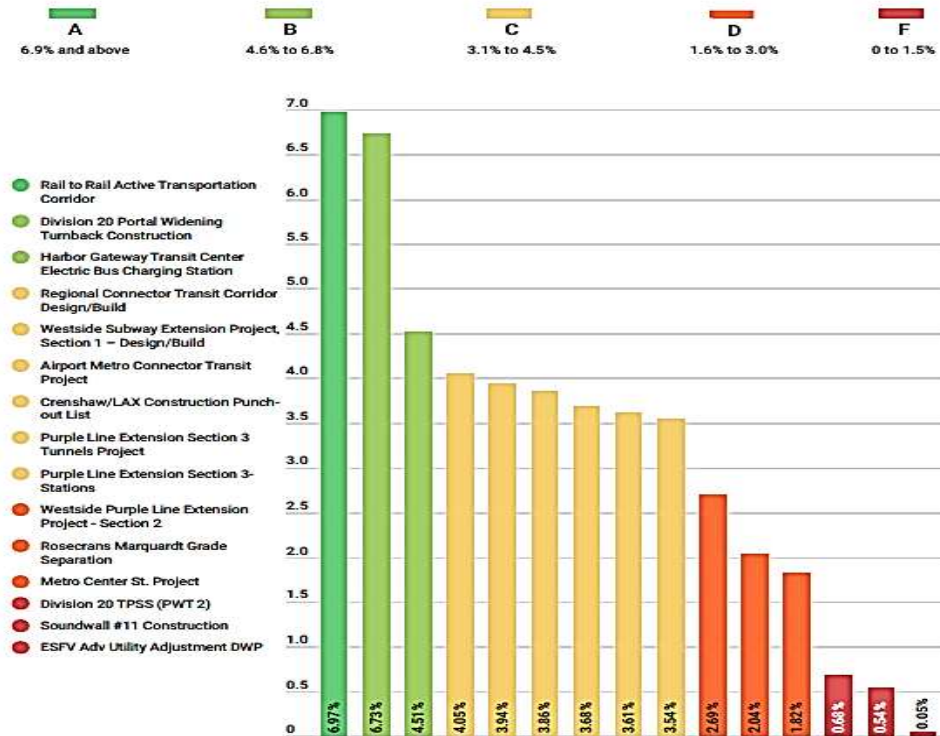
Below is the Female Participation Score Card as of December 2023.



FEMALE PARTICIPATION SCORE CARD

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

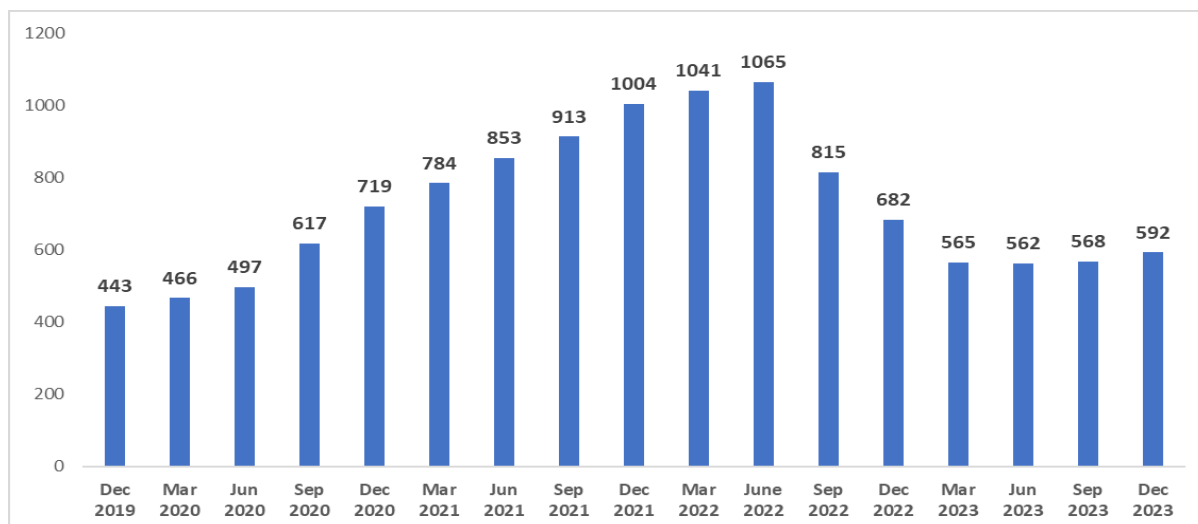
Quarterly Report - December 2023



The average female participation on Metro construction projects is currently 3.78% of total work hours, as compared to less than 2.0% on other non-Metro public works construction projects in the Southern California region. The national average for women in construction is below 3.0%.

Below is a chart of the number of females within the last four years on construction projects.

Number of females on Metro projects



Source: As reported

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

The number of female workers on Metro projects decreased from 2022 to 2023 due to the completion of the Crenshaw/LAX Transit Corridor and Regional Connector Transit Corridor projects.

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

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

Women Breaking Ground Website

On March 1, 2024, in celebration of Women's History Month, LA Metro's Joint Awareness Campaign launched a brand-new website, "Women Breaking Ground" (www.womenbreakground.com <<http://www.womenbreakground.com>>). LA Metro's "Women Breaking Ground" website gives women, who are interested in a career in construction, an avenue for learning about how to join an apprenticeship readiness training program and how to get connected to resources. The website includes testimonials of women who have worked in the trades and gives an overview of their experience. The website is also a tool for women that are already in the trades to get connected to the unions, contractors, and more resources to be placed on a construction job.

The website was highlighted on Univision news telecast on March 11, 2024, and Telemundo/NBC4 news telecast on March 19, 2024.

The Women Breaking Ground website will run through FY2026 in partnership with the LA/OC Building Construction Trades Council.

In addition, individuals who have signed up through the website receive a response within 48 hours by the Council staff with the best course of action in starting a career in construction. Individuals who are ready to work are then referred to active Jobs Coordinators by Metro for possible indentureship and employment on Metro construction projects. There were over 50 individual sign ups through the end of March 2024 that were given information on pre-apprenticeship training.

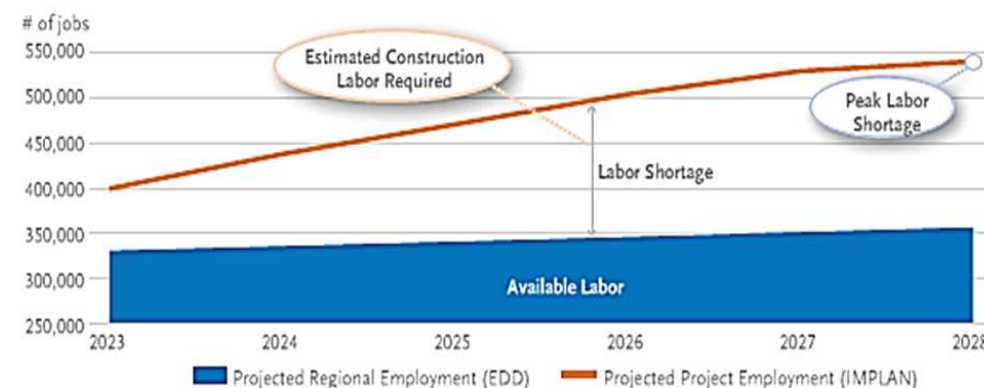
Activities to Increase Construction Workforce Capacity

As reflected in the most recent Construction Market Analysis (CMA) report, the construction industry is faced with a workforce labor shortage which is a regional issue (see figure below). Metro understands this is a regional concern that needs to be addressed collaboratively with the building trade unions, key-stakeholders and the community.

Metro has met with the Executive Secretary (Mr. Ernesto Medrano) of the LA/OC Building and Construction Trades Council (LA/OCBCTC) and discussed the labor workforce shortage as reported in the Construction Market Analysis. Mr. Medrano will address the Construction Committee on May 16, 2024, to provide the LA/OCBCTC outlook on the workforce shortage as identified in the CMA report.

Figure ES-3

Comparison of EDD's Construction Employment Projection and Forecasted Construction Labor Demand (in job years)



Source: Construction Market Analysis report

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

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

- Female Participation Score Card - Staff continues to grade each contractor's performance quarterly by using a score card that reflects percentages of worked hours performed by

females hired by Metro's contractors to encourage meeting the 6.9% goal.

- Periodic Jobs Coordinator meetings - Staff conduct periodic meetings with job coordinators to discuss best practices and identify outreach and recruitment opportunities.
- Transition Coordination - Staff continues to assist female workers transitioning to other active or upcoming Metro projects as projects near the end of construction.
- Notice to Prime Contractors - Staff continues to issue notices to prime contractors not meeting the female participation goal at 25%, 50%, and 75% project completion.
- Women in the Trades Resource Guide (Attachment B) - Staff has developed a comprehensive guide to recruit, employ, and retain women in construction careers, to assist prime contractors in recruiting female workers.
- Collaboration with Unions - Staff has established a collaboration with the Laborers Union and Southwest Regional Council of Carpenters to directly refer female workers to the apprenticeship programs. Upon completion, participants are referred to Metro's contractors for employment opportunities.
- Outreach - Staff continue to outreach to community-based organizations, pre-apprenticeship schools, and building trades to promote career opportunities and to increase female recruitment in the construction industry (Attachment C). As of this reporting period, staff participated in four job fairs which resulted in twenty individuals referred to job coordinators for pre-apprenticeship programs.
- Partnerships with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC), and its Executive Secretary to focus on increasing the workforce in the construction industry, including prioritizing and dispatching of female workers on Metro construction projects.
 - Metro is in collaboration with LAOCBTC, union trades, prime contractors, and community-based organizations to build future workforce capacity with a special focus on females has embarked on a Joint Awareness Campaign in promoting career opportunities in the construction industry.

In addition, the following are strategies under development to support workforce needs and to increase female participation on Metro's projects:

- Metro and Laborers Union (Local 300) are collaborating to establish a tunnel worker training facility in the LA region. Currently, the only training facility for tunnel workers is in Seattle, Washington, which creates a hardship for local individuals to participate. Establishing a local tunnel worker training facility will help fulfill the LA region's need for tunnel workers, with priority given to females interested in starting as tunnel/miner workers. As of this reporting

period, the following efforts have been made.

- Laborers Training School has completed classroom safety training classes as a pre-requisite course prior to the actual hands-on tunnel training. Approximately 25 individuals have completed the classroom courses including 5 female participants. Laborers Union are continually recruiting female union members to participate in this specialized training.
- Metro is providing partial financial support for FY2024 for the tunnel worker training, purchase of PPE equipment and cost for the hands-on training for the participants. The hands-on training portion of the class will continue to be conducted in Seattle, Washington, until the Laborers Union and Laborers Training School secure a local working site to accommodate the hands-on portion of the tunnel training.
- Support the Women Build Metro LA (WBMLA) events. The WBMLA events are geared to introduce the construction career path for women throughout Los Angeles County. Staff has invited and encouraged Metro's prime contractors to participate and recruit females interested in starting a career in construction.
- Collaborate with Women in Non-Traditional Employment Roles (WINTER) to seek grant opportunities to help empower, train, educate, and prepare women for transformative careers in the construction industry. In addition, Metro shall provide continuous employment referrals to female graduates of WINTER on Metro project sites.
- Metro DEOD conducted outreach to high schools in the Los Angeles region to promote careers in the construction industry and will continue to expand engagement with high schools to draw interest in the trades and create pipeline of opportunities. In addition, the SEED school is also exposing students to a range of careers which includes the infrastructure sector.
- Continue to collaborate with the LA County Department of Economic Opportunity (DEO) and City of Los Angeles Economic Workforce Development Department (EWDD) in recruiting individuals interested in starting a career in construction and establishment of an ongoing referral system of individuals to pre-apprenticeship programs available through the LA County DEO network of services.
- Metro is in discussion with the Los Angeles Economic Workforce Development Department (EWDD) and the LAOCBCTC Apprentice Readiness Fund in establishing a regional collaboration in terms of recruitment and establishment of more pre-apprenticeship programs.

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.

Metro will also continue to collaborate with the LA/OC Building Construction Trades Council and its

union affiliates to assist in the recruitment efforts of workers.

Status Update on Board Motion 29

At the February 2023 meeting, the Board approved Motion 29 (Attachment D) by Directors Horvath, Mitchell, Bass, Hahn, and Dupont-Walker that directed the Chief Executive Officer to:

- A.) Commission a refresh on the construction workforce disparity study and report back on findings and recommendations of the study in September 2023 (with the understanding that the disparity study might still be in progress).
- B.) Report back on the potential application of cultural competency requirements in contractor and staff training related to working with historically underutilized populations in the trades, with a focus on tradeswomen, as well as similar qualitative metrics that can be used in Metro's proposal evaluation and contracting processes; and
- C.) Report back on the feasibility of creating bid preference incentives that can be applied to increase the number of women working on Metro funded construction projects, while not compromising the Agency's race conscious contracting goals, including but not limited to: the history of a contractor's compliance with Metro's Female Utilization Goal; supporting working parents with the availability of dependent care spending account benefits in addition to access to child care; and working with organizations such as Women In Non-Traditional Employment Roles (WINTER) to apply best practices in future contracts, etc.

Metro has contracted with Estolano Advisors, a third-party consultant, to perform the Regional Construction Industry Workforce Disparity Study. The contract was awarded in March 2024, with a period of performance of 7.5 months, with a study report to be completed by November 2024. Staff shall report back to the Board the results, findings, and any recommendations of the study in January 2025.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

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

EQUITY PLATFORM

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

As of this reporting period, all active PLA/CCP construction projects have exceeded the minority

participation goal of 28.30%. There are hundreds of disadvantaged workers that have benefitted in obtaining a meaningful career through Metro's PLA/CCP program which resulted in over \$104 million in paid wages to disadvantaged workers.

Metro has continued ongoing efforts undertaken by staff to increase female participation, including outreach to women in construction to obtain insight and best practices for contractors and female workers in the construction industry (details in Attachment B). In addition, Metro helps the Construction Building Trades unions to increase their female membership by encouraging contractors to hire/sponsor females into the construction trades. Staff attributes these strategies to contribute to an average female participation rate in Metro construction projects (3.78%) that is higher than historical participation rates in other non-Metro public works construction projects in the region (less than 2%) and the national average for women in construction (less than 3%). Additionally, staff monitors each project female attainment on a monthly basis and provides assistance to contractors to continually increase female participation.

NEXT STEPS

Staff shall report back to the Board on the Workforce Disparity Study the results, findings, and appropriate staff recommendations in January 2025.

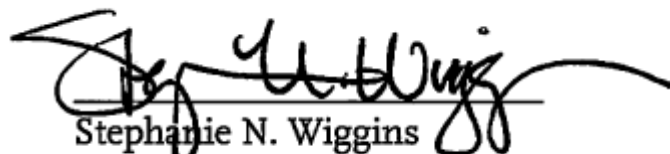
DEOD staff will continue to monitor the contractors' efforts and initiate the various strategies and activities as outlined in this report. Staff will continue to monitor and deliver best practices, initiatives, and outreach efforts to promote awareness, engagement, and participation in construction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

ATTACHMENTS

Attachment A - PLA/CCP Quarterly Brochure
Attachment B - Women in the Trades Resource Guide
Attachment C - DEOD Outreach Activities
Attachment D - Board Motion 29

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Stephanie N. Wiggins
Chief Executive Officer

PLA/CCP



Metro's Project Labor Agreement and Construction Careers Policy

December 2023



Metro[®]



Overview

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

The PLA goals are:

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

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

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

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

Figures at a Glance

PLA CONTRACTS — INCEPTION TO DATE



CONTRACT AWARD VALUE



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

APPRENTICE WORKERS



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



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



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



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

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

29,734,887.13 hours

TOTAL CONSTRUCTION HOURS
THROUGH DECEMBER 2023

22,225,048.03 hours

TOTAL APPRENTICEABLE HOURS
THROUGH DECEMBER 2023

58.16% (17,293,025.75 hours)

ECONOMICALLY DISADVANTAGED

21.22% (4,717,095.16 hours)

APPRENTICE

10.86% (3,227,875.67 hours)

DISADVANTAGED

Fast Facts on Metro's Project Labor Agreement

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



Female Participation in Construction

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

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

Women Build Metro LA (WBMLA)






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

Female Participation Score Card

DECEMBER 2023

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

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

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

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

Current PLA/CCP Project Attainments

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

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

Data through Dec 2023

Current Projects Executive Order 11246 Attainments

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

Metro is building the workforce of

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



Frances Macias Aguilar

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



Anna Aguirre

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



Patricia Allen

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

tomorrow.

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



Sophia Burruel

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



Natalie Cervantes

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



Katherine Cruz

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



Guy Denuccio

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



Catherine Dillon

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



Jenna Dorrrough

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



Darius Douglass

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



Jermaine Edwards

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



Eric Falcon

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



Jessica Flores

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



Yurvina Hernandez

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



Christina Lara

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



Dezdon Lewis

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



Belia Lopez

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



John Mackey

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



Marely Mendoza

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



Ricshawm Moore

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



Cynthia Piña

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



Lance Reed

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



Rhonda Rodriguez

When asked why Rhonda Rodriguez chose to being her career in construction, she responded, "well, I had some challenges in my past that did not afford me to find a career that would allow me to feel fulfilled and sustained, so I decided to make a bad situation into a positive one". Now, the only female Foreman on Metro's SEED LA School project, Rhonda is calling the shots. Reigning from the San Gabriel Valley and standing a whopping 4' 11 3/4", Rhonda attended the construction pre-apprentice training school offered at Cerritos college and then joined the Iron Workers Union Local 433. Completing her

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



Petra Sanchez

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



Kimberly Taylor

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



Jason Thomas

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



Melinda Thomas

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



Angel Valles

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



Lorrie Williams

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



Whitney Winans

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



Marvin Wong

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

Pilot Local Hire Initiatives

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

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

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Women in the Trades Resource Guide

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



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

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

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1. Outreach Strategies

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

a. Conduct outreach job fairs for your construction projects.

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

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

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

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

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

12. United Auto Workers (UAW Crenshaw South Los Angeles WorkSource Center): *letc.com*
 13. Watts Labor Community Action Committee (WLCAC Watts WorkSource Center): *wlcac.org*
 14. Pacific Asian Consortium in Employment (PACE WorkSource Center): *pacela.org*
- d. Coordinate with Metro's Workforce Initiative Now-Los Angeles (WIN-LA) to provide supportive services and career coaching for candidates seeking careers in the construction industry. To learn more about WIN-LA, please visit *winla.metro.net*.**
 - e. Coordinate with local Employment Development Department (EDD) office to track unemployed candidates through their base wage file and statewide database.**
 - f. Coordinate with Metro staff to utilize Metro's social media platforms (i.e. Facebook, Instagram, popular online job banks and event pages to reach potential candidates).**
 - g. E-blast your recruitment event flyers to share outreach efforts with community-based organizations and workforce partners.**
 - h. Attend workforce development meetings focused on providing training and employment opportunities for women in the construction industry.**
 - i. Participate in outreach events within the community, community colleges and vocational training schools.**
 1. Women Build Metro Los Angeles-Apprenticeship Readiness Fairs
 2. LA Metro Community Outreach and Veteran Events
 3. Los Angeles Community Job Fairs
 4. Los Angeles Trade Technical College Job Fairs
 5. Los Angeles Economic Development Department (EDD) Job Fairs
 6. California Community Connection Corporation (C4) Construction & Associated Careers Awareness Day (Los Angeles Trade Technical College)

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



2. Recruitment

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

- a.** Contractors and jobs coordinators must have an accurate understanding of open and upcoming craft positions that need to be filled.
- b.** The contractor's Employment Hiring Plan (EHP) should also include estimates of which crafts will be needed and when they should be used during the project.
- c.** In the event a contractor's workforce participation has a female percentage below 6.9%, their hiring focus should be on recruiting female workers for the crafts to be used for upcoming scopes of work.
- d.** The contractor should assess their outreach efforts and follow up with workforce partners through the job coordinator to receive possible candidates that are qualified for the upcoming scopes of work.
- e.** Host your recruitment event at a location that is easily accessible for candidates, such as America's Job Center, Union Hall, or a community-based organization facility, such as Inglewood One Stop, LAUSD MC3 Location, Local 300 Bootcamp location.

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

3. Training Resources/ Pre-Apprenticeship Recruitment

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

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

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

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



4. Worker Retention

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

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



5. Worksite Best Practices

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

6. Contractor Dos and Don'ts

Outreach Dos

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

Outreach Don'ts

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

Recruitment Dos

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

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

Recruitment Don'ts

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

Training Resources/Pre-Apprenticeship Recruitment Dos

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

Training Resources/Pre-Apprenticeship Recruitment Don'ts

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

7. Construction Resource Services

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

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

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

Child Care & After-School Programs

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

Gender Sensitivity & Management Training Resources

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

Ex-Offender/New Contributor Resources

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

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

Healthcare/Housing Resources

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

Healthcare/Housing Resources (cont.)

Umma Community Clinic	711 W Florence Av LA, CA, 90044	323.789.5610	ummaclinic.org
H.O.P.I.C.S. Homeless Outreach Program/Integrated Care System	5715 S Broadway, LA, CA 90037	323.948.0444	hopics.org
P.A.T.H. People Assisting the Homeless	Los Angeles, Hollywood, & Ventura locations	323.644.2200	epath.org
Union Rescue Mission	545 S San Pedro St, LA, CA 90013	213.347.6300	urm.org
The Los Angeles Homeless Services Authority (LAHSA)	811 Wilshire Bl Suite 600 LA, CA 90017	213.683.3333	lahsa.org
L.A. Opportunity Youth Collaborative “Ruth’s Place”	4775 S Broadway LA, CA 90037	323.432.8440	laoyc.org/location/ ruths-place
Operation HOPE (home buyers program)	707 Wilshire Bl LA, CA 90017	213.891.2900	operationhope.org
Jenesse Center, Inc. (domestic violence shelter)		323.299.9496 800.479.7328	jenesse.org
Covered California			healthofcalifornia.com
Good Shepherd Shelter (domestic violence shelter)			goodshepherdshelter.org
Los Angeles County Housing Resource Center			housing.lacounty.gov

Financial Literacy Resources

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

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

Contact Us

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

Miguel Cabral, *Executive Officer*
213.418.3270

Michael Flores, *Manager*
213.922.6387

Angela Scott, *Senior DEOD Representative*
213.922.1028

Sidney Urmanceev, *DEOD Representative*
213.922.5574

PLA Hotline
888.887.3674



Metro DEOD PLA/CCP Outreach Activities (December 2023 to April 2024)

Job Fair Events

- Women in Non-Traditional Employment Role Hiring event (December 7, 2023)
- City of Los Angeles Career Fair (January 25, 2024)
- Construction Career & Apprenticeship Resource Fair (March 7, 2024)
- LA Cleantech Incubator Green Jobs Career Fair (March 27, 2024)
- Los Angeles Construction Career Fair (April 19, 2024)

Community Presentation and Outreach Events

- Hard Hat Women Equity Education Initiative Coalition (December 7, 2023)
- Flintridge Center (December 12, 2023)
- Evermont Community Advisory Committee (December 6, 2023)
- Women in Heavy Civil Luncheon (January 8, 2024)
- ERICA Grant Collaboration (February 20, 2024)
- SunBurst Youth Academy (February 28, 2024)
- Crenshaw Crossing Community Event (March 6, 2024)
- Compton High School Construction Careers Outreach Event (March 22, 2024)
- Women in Non-Traditional Employment Role event (March 29, 2024)



Metro

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

Board Report

File #: 2023-0126, File Type: Motion / Motion Response

Agenda Number: 29.

REGULAR BOARD MEETING FEBRUARY 23, 2023

Motion by:

DIRECTORS HORVATH, MITCHELL, BASS, SOLIS, HAHN, AND DUPONT-WALKER

Female Participation in Project Labor Agreement/Construction Careers Policy Construction Projects

Consistent with Metro's Labor Compliance policy and Federal Executive Order 11246 (EO 11246), prime contractors are required to provide worker utilization data by ethnicity and gender. In accordance with EO 11246, Metro's program-wide goal for female participation in Project Labor Agreement / Construction Careers Policy (PLA/CCP) construction projects is 6.9%. As of September 2022, there are thirteen active construction contracts with PLA/CCP requirements, and while all thirteen contractors exceeded the Local Worker/Targeted Goal (40%), a substantial majority are nearing or exceeding the Apprentice Worker (20%) and Disadvantaged Worker (10%) goals, only three of the 13 active projects have met the Agency's Female Utilization Goal (6.9%).

Metro has done tremendous work on the creation of the Female Participation Score Card, releasing notices to prime contractors that are not meeting female participation goals, and with unions and jobs coordinators to refer women that recently completed their work assignments to other active Metro construction projects, amongst other efforts. Staff also continues to focus efforts on strategies to support the outreach, recruitment, and retention of women into the trades focusing on Metro's PLA/CCP construction projects, including working with Laborers Local 300 and the Laborers Training Program to bring the Laborers Tunnel Training Program to Los Angeles County. However, as the COVID-19 pandemic winds down and the need for workers, particularly female workers in the construction trades increases, more can and should be done.

Metro conducts disparity studies to determine if evidence of discrimination exists in the local transportation business marketplace, and to support the use of Disadvantaged Business Enterprise (DBE) and race- and gender-conscious contract goals in its program. The Agency Commissioned BBC Research & Consulting (BBC) to conduct its 2023 Disparity Study, which will focus on construction, professional services, and goods and non-professional services contracts and procurements Metro awarded between January 1, 2016 and December 31, 2021. Metro additionally completed a disparity study assessing the local construction workforce, with a focus on tradeswomen, with data through 2018. A refresh of this report is essential to better understand the current state of the regional construction trades workforce.

SUBJECT: FEMALE PARTICIPATION IN PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY CONSTRUCTION PROJECTS MOTION

RECOMMENDATION

APPROVE Motion by Directors Horvath, Mitchell, Bass, Solis, Hahn, and Dupont-Walker that the Board direct the Chief Executive Officer to:

- A. Commission a refresh on the construction workforce disparity study and report back with status updates in each PLA/CCP Quarterly Update to the Board, and report on findings and recommendations of the study in September 2023 (with the understanding that the disparity study may still be in progress).
- B. Report back on the potential application of cultural competency requirements in contractor and staff training related to working with historically underutilized populations in the trades, with a focus on tradeswomen, as well as similar qualitative metrics that can be used in Metro's proposal evaluation and contracting processes; and
- C. Report back on the feasibility of creating bid preference incentives that can be applied to increase the number of women working on Metro funded construction projects, while not compromising the Agency's race conscious contracting goals, including but not limited to: the history of a contractor's compliance with Metro's Female Utilization Goal; supporting working parents with the availability of dependent care spending account benefits in addition to access to child care; and working with organizations such as Women in Non-Traditional Employment Roles (W.I.N.T.E.R) to apply best practices in future contracts etc.



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

Construction Committee

May 16, 2024



Metro

PLA/CCP Program Achievements

- **15 Active Construction Projects**
 - **10 projects subject to Local Hire Initiative**
- **Attainment - Program Inception to December 2023**
 - 58.16% Economically Disadvantaged
 - 21.26% Apprentice
 - 10.86% Disadvantaged
- >\$559 Million paid to Targeted Workers *
 - >\$104 Million paid to Disadvantaged Workers *
 - >\$152 Million paid to Apprentice Workers**
- Exceeded Targeted/Apprentice/Disadvantaged Worker Goals
- No work stoppages or lockouts

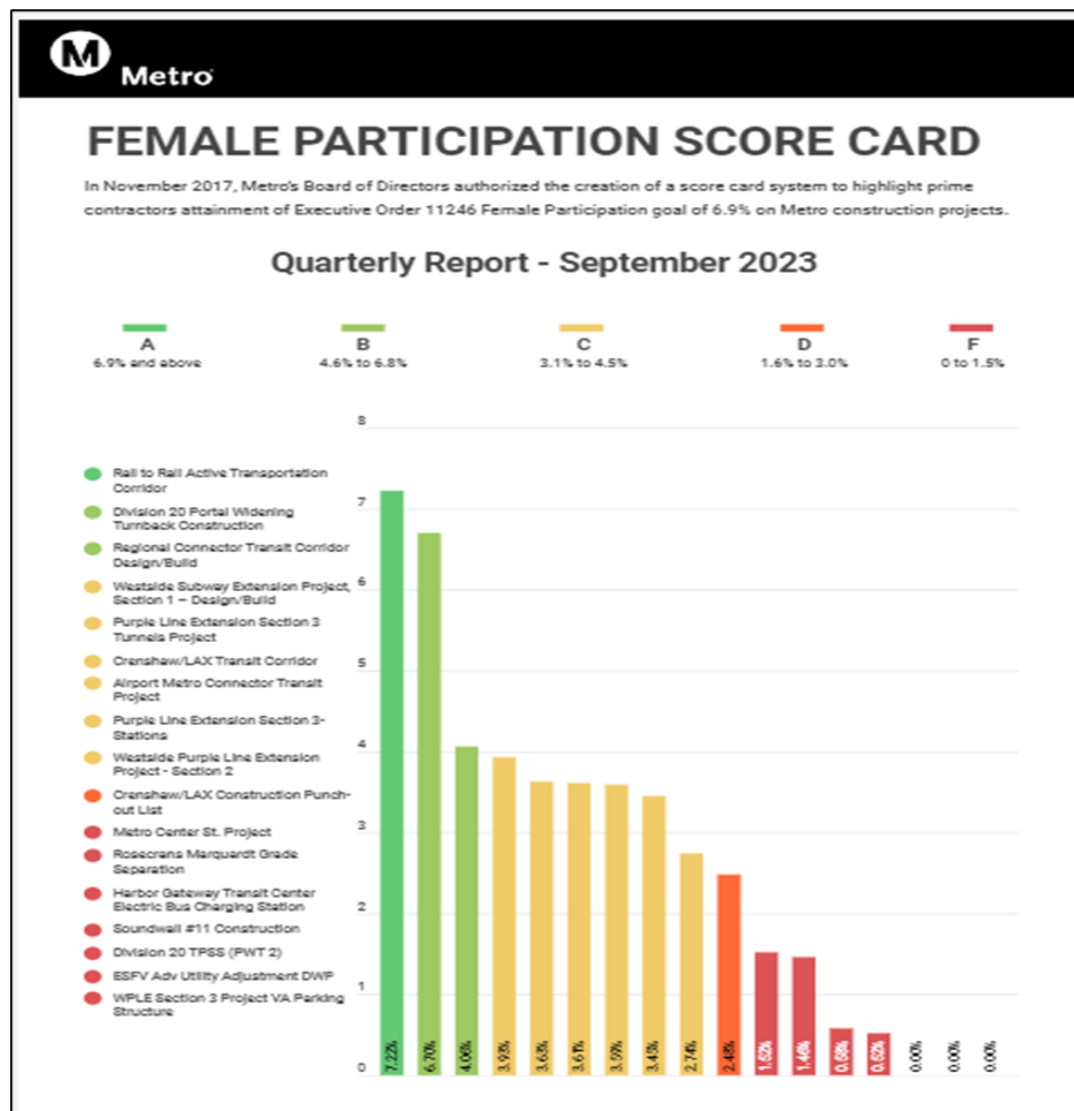


Metro

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

Female Participation Score Card

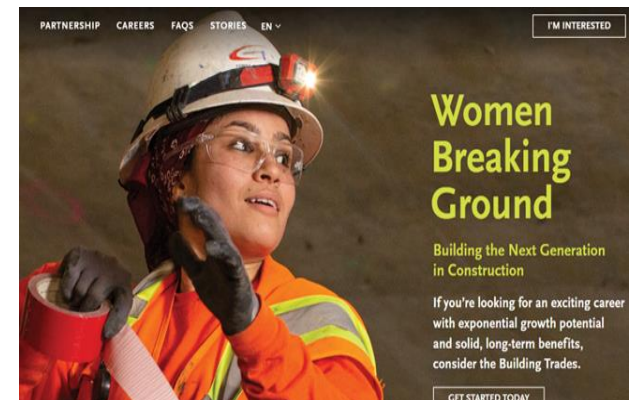
- ❖ Overall female participation attainment is 3.78%
- ❖ Highest project grade attainment as of this reporting period is A grade



Women Breaking Ground website

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

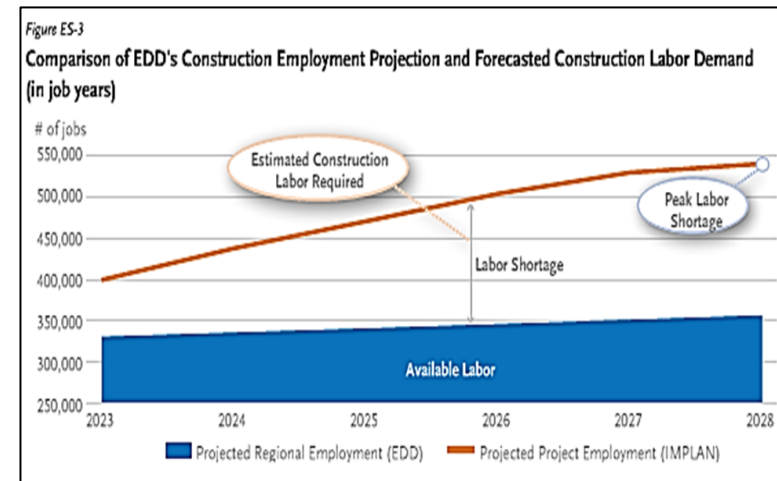
- [On March 1, 2024, in celebration of Women's History Month, LA Metro's Joint Awareness Campaign launched a brand-new website, "Women Breaking Ground" \(\[www.womenbreakground.com\]\(https://www.womenbreakground.com\)\).](https://www.womenbreakground.com)
- LA Metro's "Women Breaking Ground" website gives women that are interested in a career in construction an avenue for learning more about how to join an apprenticeship readiness training program and get connected to resources.
- Individuals that sign up will receive a response within 48 hours by Council staff with the best course of action in starting a career in construction.
- The Women Breaking Ground website will run through FY2026 in partnership with the LA/OC Building and Construction Trades Council.



PLA/CCP Activities

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

- ✓ Outreach – attend jobs fairs, collaborate with the trade unions, community-based organizations and high-schools. In addition, will continue to expand engagement with high schools to draw interest in the trades and provide resources.
- ✓ Collaboration with the Laborers Union and Laborers Training School in establishing a Tunnel Worker School in the LA region.
- ✓ Continuous partnership with LA/OC Building & Construction Trades Council and its union affiliates in the recruitment of workers.
- ✓ Collaborate with LA County Department of Economic Opportunity (DEO) and City of Los Angeles Workforce Director in recruiting individuals interested to start a career in construction and establish a system of an ongoing referral to pre-apprenticeship programs
- ✓ Metro in discussion with the LA Economic Workforce Development Dept (EWDD) and the LAOCBTC Apprentice Readiness Fund in establishing a regional collaboration in terms of recruitment and establishment of more pre-apprenticeship programs.



Source: Construction Market Analysis



Metro



**department
of economic
opportunity**
5
COUNTY OF LOS ANGELES

PLA/CCP Activities

Metro has met with the Executive Secretary of the LA/OC Building and Construction Trades Council (LAOCBCTC) of the labor workforce shortage as reported in the Construction Market Analysis report (Board Rpt. 2024-0009).



LA/OC Building and Construction Trades Council

Mr. Ernesto Medrano
Executive Secretary
LA/OC Building and Construction Trades Council



Board Report

File #: 2024-0179, File Type: Informational Report

Agenda Number: 19.

CONSTRUCTION COMMITTEE MAY 16, 2024

SUBJECT: FISCAL YEAR 2025 PROGRAM MANAGEMENT ANNUAL PROGRAM EVALUATION

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE status report on FY25 Program Management Annual Program Evaluation.

ISSUE

The Annual Program Evaluation (APE) is a priority initiative to provide transparency into the performance of Metro's capital program. A comprehensive review of the risks associated with the costs and schedules of the program is conducted annually due to challenges managing a multi-billion-dollar capital program. This report summarizes the results of the FY25 APE review performed by the Program Controls and Program Management Departments, with additional participation from Countywide Planning and Development and the Operations Departments.

BACKGROUND

Metro implemented the Annual Program Evaluation initiative in 2016 to evaluate Metro's capital program. Metro delivers the largest transportation infrastructure program in the country and the APE provides transparency into the performance of capital projects. The APE is a project management tool providing a summary of initiatives to improve cost and schedule certainty and provides the Board with the current status of the various project budgets through completion.

The APE aligns with the Program Management department's mission statement that "together we build World Class transportation to transform the quality of life in our communities." In support of the mission statement, the APE initiative comprehensively evaluates Metro's capital program, including Transit, Highway, and Regional Rail, in addition to Planning projects anticipated to transition to construction during fiscal year 2025.

Project costs and schedules were updated to reflect current conditions and are included in the FY25 APE.

DISCUSSION

The Program Management Department is responsible for a diverse portfolio of projects. The APE is primarily focused on new projects that will carry-over through FY25, and all other projects estimated at \$5 million or greater. In addition to covering these active projects under Program Management which are either in development or implementation phases, this year's APE also includes projects which are anticipated to transition from planning to implementation during FY25. The number of APE projects increased from 36 projects in implementation in FY24 to 39 projects in FY25. The total value of projects in development and implementation did not change appreciably from \$25.2-\$26.8 billion in FY24 to \$25.7-\$27.2 billion in FY25. The FY25 Program Management APE presentation includes a complete project listing. The list of projects is grouped into the following categories:

- Preparing for capital projects transitioning from planning
- Major design build transit projects under construction with a life of project (LOP) budget greater than \$1 billion
- Capital projects with a LOP less than \$1 billion
- Alternative delivery projects
- Projects in development/shovel ready
- Projects in closeout

With the significant number and size of Program Management projects and the accelerated implementation schedule for delivering Metro's capital program, Metro's capability and capacity to deliver multiple complex projects on-time and within budget creates unprecedented challenges to project delivery. Program Management and Program Control have implemented several strategic initiatives to improve planning, consistency, transparency, and discipline to project delivery. These strategic initiatives are complementary and performed in conjunction with the Early Intervention Team (EIT) strategic initiatives. Key initiatives implemented and advanced in FY24, which are consistent with the OIG Construction Best Practice report, regarding contracting strategy and cost containment include:

Organization

- As part of Metro's Best Practices review, Program Management has:
 - Updated and issued our Metro Rail System Design Criteria (MRDC) with the help of an external consultant and with the assistance and benchmarking of major transit agencies.
 - Focused on several lessons learned from contract changes and contract provisions, including reviews from newly completed major projects like the Regional Connector and Crenshaw/LAX, and ongoing major projects like the Purple Line Segments 1, 2, and 3.
 - Updated and rewrote templates for design build contracts.
 - Created a new configuration management procedure for contract document version control.
- Program Management has developed and implemented training programs to further increase skills and the level of competency within the department and track training through staff annual Individual Performance Plans to invest in staff careers and improve corporate knowledge and growth on projects.

Streamlined Processes

- CEO delegated authority is utilized to accelerate the contract change process within the Board

adopted the life of project budget resulting in contract savings.

- Stage Gate Reviews at key points during project development are conducted in conjunction with the EIT to provide cross agency collaboration and cost control as outlined within the Early Intervention Team status report.

Alternative Delivery Process

- Program Management is continuing to deliver the Metro G Line Bus Rapid Transit (BRT) Improvements, I-105 Express Lanes, East San Fernando Valley, as the first alternative delivery projects utilizing the new Construction Manager/General Contractor (CMGC) and Progressive Design-Build (PDB) contract delivery methods.
- Pasadena to North Hollywood BRT and Southeast Gateway Line are advancing into CMGC procurement.
- Additional upcoming procurements are being evaluated for alternative delivery models.

Risk Issues

- Updated the risk and contingency procedure and following the FTA risk process in accordance with FTA requirements.
- Redrafted specification for Geotechnical Investigation protocol based on risk driven analysis.
- Updated technical design build and design bid build contract specifications to incorporate current requirements.

Scope Issues

- Metro successfully issued a Master Cooperative Agreement with the City of Los Angeles to ensure better scope control, streamline requirements, and control betterments.
- Metro is starting to negotiate an agreement with the Department of Water and Power.
- Professional services soft costs are being monitored in accordance with FTA guidelines and mitigation plans are being developed since they can account for up to a third of project costs.

Metro's primary focus remains on completing the projects within the Board-approved Life of Project (LOP) budgets and schedules. The majority of projects currently in implementation are forecast to be completed within the LOP budget. This year's APE identifies three projects with potential cost increases, which were not forecast during the FY24 APE process. The Metro Center Project, the Purple Line Extension Section 2 and the Division 20 Portal Widening Turnback Facility are forecasting they will need additional funds in FY25. The FY25 Program Management APE presentation includes project specific details.

Metro Center Project - The forecasted LOP increase is anticipated early in FY25 to address impacts related to differing site conditions, design delays, the extended completion schedule, and close out.

Purple Line Extension Section 2 - The forecasted LOP increase is to address current Project issues and risks. The Contractor has submitted multiple Requests for Changes (RFCs) asserting schedule impacts for various reasons and Metro is currently analyzing for merit.

Division 20 Portal Widening Turnback Facility - The forecasted LOP increase is anticipated at end of FY25 to address design-related issues, extension of professional services, and close out.

FINANCIAL IMPACT

The FY25 Program Management APE report has no specific budgetary or financial impacts. The APE report serves as an annual and early notice instrument to assess the scope, cost, and schedule risk items affecting the respective projects under the oversight of Program Management. Risk items affecting scope, cost, and schedule are identified on a project-by-project basis within the APE Presentation.

Should any potential project risks affecting scope, cost, and schedule parameters be realized, the Chief Program Management Officer will return to the Board with separate recommendations to address the identified risks and adjust the project cost and/or schedule accordingly.

EQUITY PLATFORM

All of the capital projects have project-specific community engagement activities and equity impacts. The projects have been grouped and assessed under six categories of high-level equity impact, as described below.

Major Transit Capital Projects

These major projects support transit access and connectivity through new construction and expansion across Los Angeles County. While specific project areas vary in demographics, land use, and jurisdiction, these projects are all intended to improve access to key destinations, such as jobs, health care, school, and neighborhood amenities, via high-quality transit. Other potential anticipated equity benefits include a reduction in single occupancy vehicle use and reliance, improved air quality, and a reduction in household transportation costs.

Multi-modal Capital

These projects are anticipated to expand multi-modal options for travelers through a variety of interventions, including light rail, active transportation infrastructure, and high-occupancy vehicle lane improvements. While project types and geographies vary, the shared impact is anticipated to diversify modes and costs of travel choices. In particular, transit and active transportation infrastructure enhancements are anticipated to improve safety for people walking and rolling.

Assets Capital

Capital improvements for Metro asset projects will serve Metro employees as well as the public. These projects will update equipment and other assets, which are anticipated to maintain safe working conditions for Metro employees and minimize project and service delivery disruptions for Metro riders. Specifically, the Transit Learning Center is an exciting resource for a new generation of potential Metro workforce members to gain skills and connections for future career opportunities.

Infrastructure Capital

Infrastructure maintenance and improvements contribute to safe and accessible conditions for Metro riders and the general public, including soundwall protection, wayfinding, grade and modal

separation, and transit station upgrades.

Regional Rail

The projects that fall under the Regional Rail capital program are anticipated to expand transit and other multi-modal choices for travelers in Los Angeles. Anticipated improvements include improved station access, increased rail capacity, and safer right-of-way improvements between different modes.

Highways

The highway capital projects are anticipated to improve safety conditions for travelers and the surrounding project areas of existing highway corridors via soundwall protection, high-occupancy vehicle lane expansion, highway safety design, and some multi-modal infrastructure. These projects are not anticipated to encroach on surrounding communities or further burden neighborhoods adjacent to existing highways.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

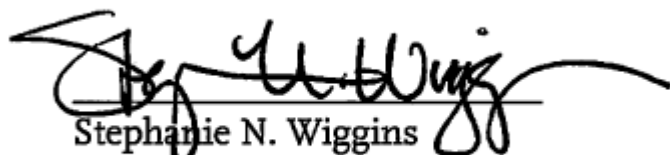
The recommendation supports Strategic Plan Goal #1 - Provide high-quality mobility options that enable people to spend less time traveling. This will be accomplished by planning and delivering multiple capital projects on time and on budget.

NEXT STEPS

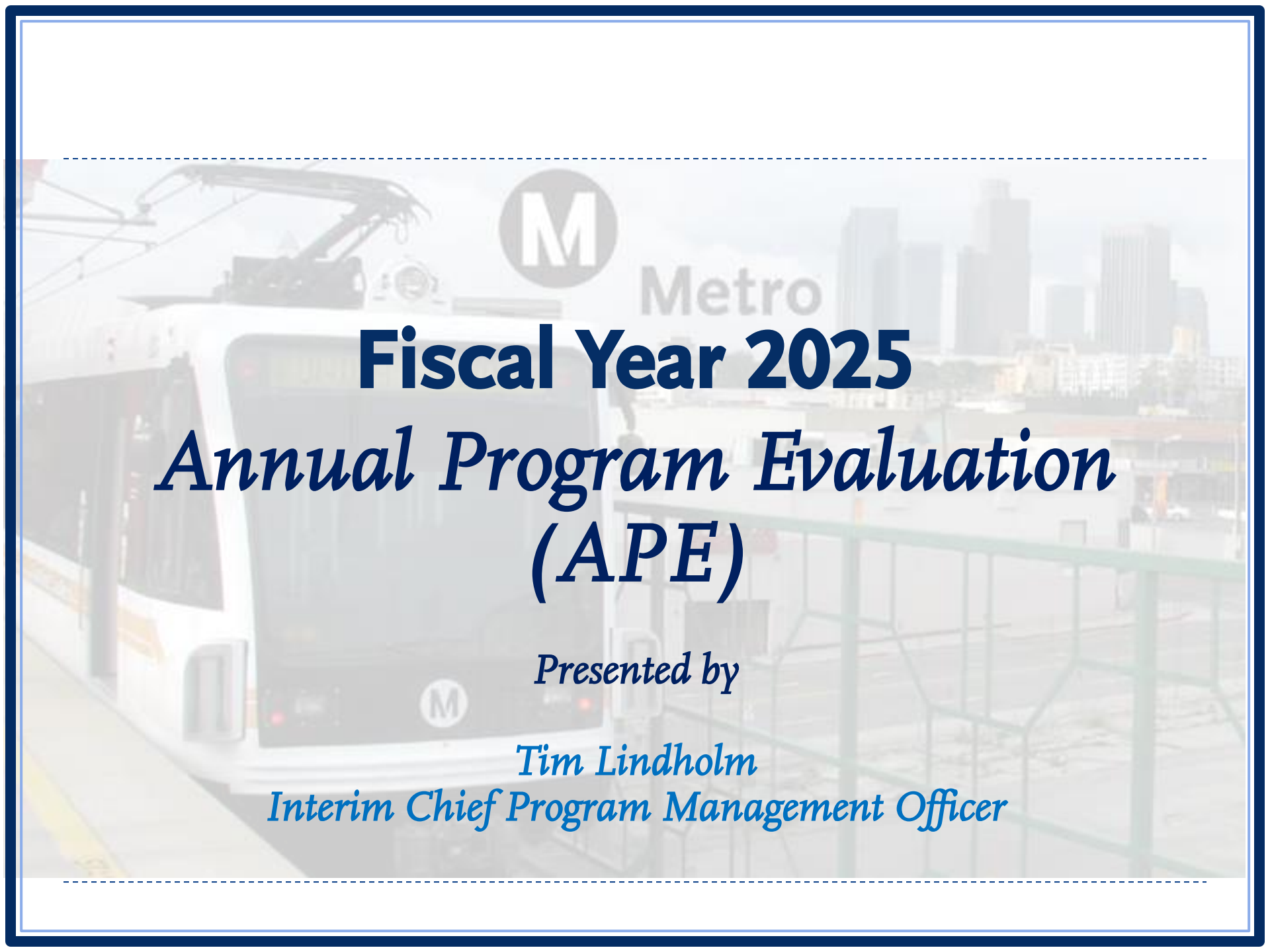
Program Management will request the resources required for project delivery success through the FY25 Budget process for Board approval. Project managers will work to deliver projects safely, on time and within the Board-approved budgets. Bi-monthly project updates will continue to be provided to the Board throughout the year. Projects with Individual LOP identified increases will return to the Board for a request for approval as necessary.

Prepared by: Julie Owen, Senior Executive Officer, Project Management Oversight (213) 922-7313
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Reviewed by: Timothy Lindholm, Chief Program Management Officer (Interim), (213) 922-7297



Stephanie N. Wiggins
Chief Executive Officer

The background of the slide features a faded image of a white and grey Metro train on the left, with a large 'M' logo above it. To the right, a city skyline with several tall buildings is visible under a hazy sky. A green metal railing is in the foreground, partially obscuring the view.

Fiscal Year 2025

Annual Program Evaluation (APE)

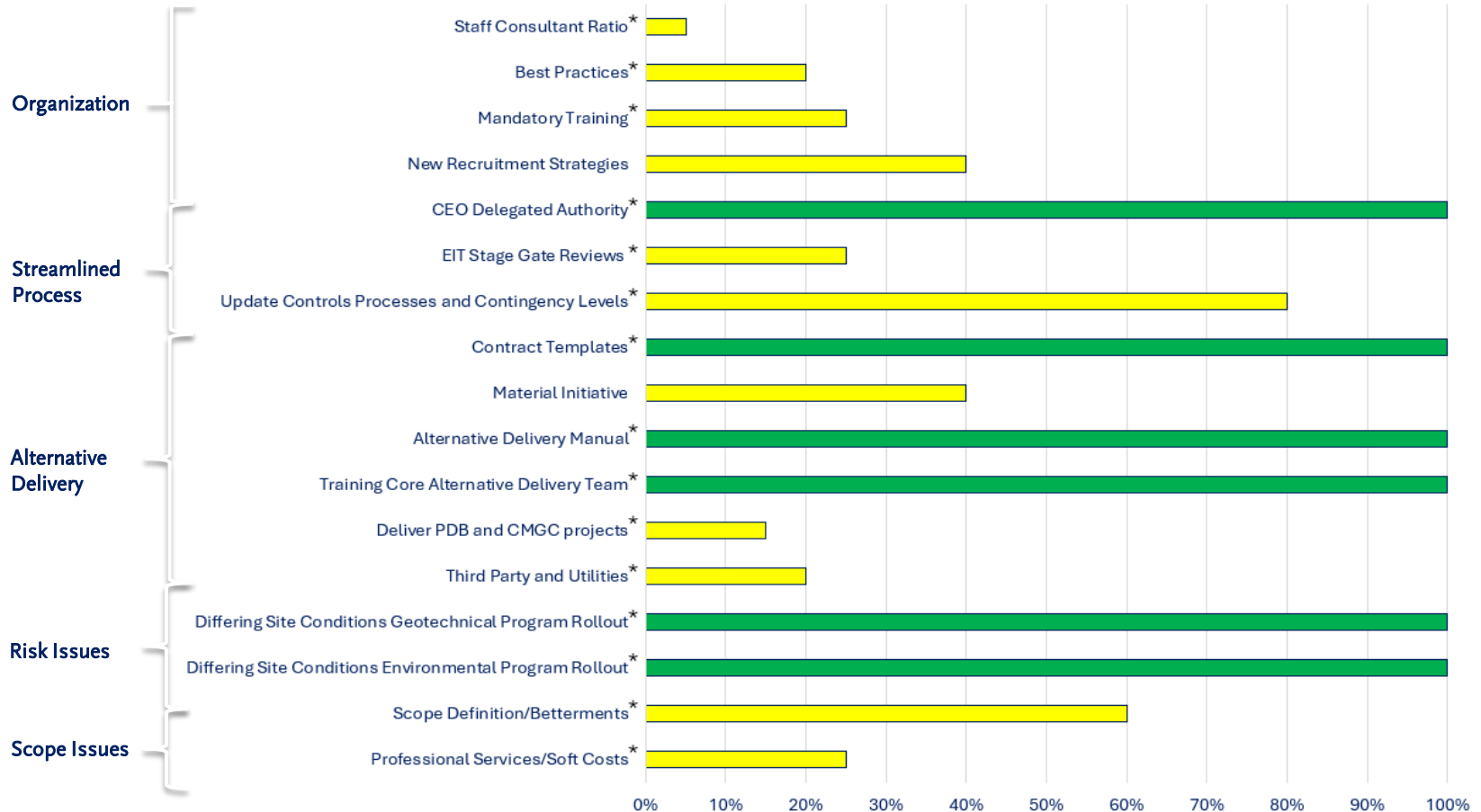
Presented by

Tim Lindholm
Interim Chief Program Management Officer

FY25 Annual Program Evaluation

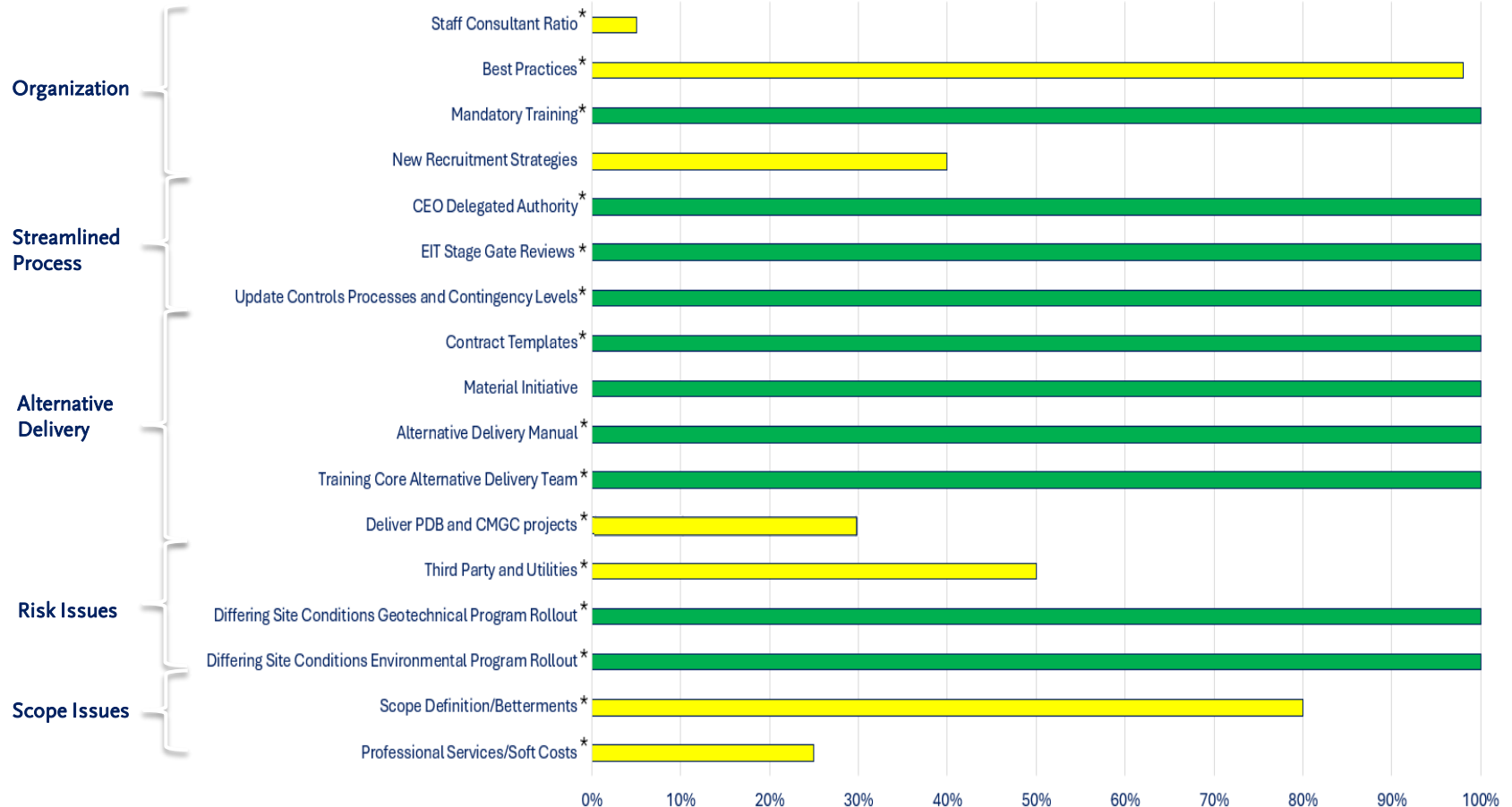
- Strategic initiatives – a foundation for growth.
- Capital program is growing - we are preparing for the next phase of upcoming capital projects transitioning from planning to implementation.
- Growing our team to deliver these projects, with sound training in the new procedures and foundation documents.
- Providing better certainty on cost and schedule.

FY24 Strategic Initiatives and Mitigation Measures



*Consistent with OIG Construction Best Practices.

Progress on Strategic Initiatives and Mitigation Measures



*Consistent with OIG Construction Best Practices.

FY25 Program Summary

- The number of APE projects increased from 36 projects in implementation in FY24 to 39 projects in FY25.
 - 3 projects were completed and are no longer reported in the APE.
 - Project volume did not change appreciably from \$25.2-\$26.8 billion in FY24 to \$25.7-\$27.2 billion in FY25.
- 3 Projects are nearing transition from planning to implementation phase, which are currently estimated at \$17.0-\$17.7 billion.



Capital Projects – Planning to Implementation

	Current Phase	Phase Completion Date	Est. Cost Range (in Mil.)
Final EIR Anticipated for Release			
Southeast Gateway Line – Initial Operating Segment	NEPA/CEQA	Summer 2024	\$7,167
Eastside Extension Phase II – Initial Operating Segment	CEQA NEPA	Spr/Sum 2024 Spr/Sum 2025	\$7,895
Anticipating an LPA			
C Line Extension to Torrance/Green Line	CEQA	Fall 2025	\$1,900-\$2,900
Early Planning Phase or LPA not yet selected			
Vermont Transit Corridor BRT	CEQA	Spring 2025	TBD
ROC/BOC	Feasibility	Spring 2031	TBD
Sub-total:			\$16,962-\$17,692

Capital Projects With LOP > \$1Bn

Project Listing	Delivery Method	Current Approved LOP (in Mil.)	Current Forecast at Completion (in Mil.)	% Complete
Westside Purple Line Extension Section 1 Project	DB	\$3,129	\$3,354*	91%
Gold Line Foothill Extension Phase 2B Project - Pomona	DB	\$1,533	\$1,533	83%
Westside Purple Line Extension Section 2 Project	DB	\$2,575	\$2,700	66%
Westside Purple Line Extension Section 3 Project	DB	\$3,277	\$3,277	51%
Sub-total:		\$10,514	\$10,864	

*Increase reported in FY24 APE.

Capital Projects With LOP < \$1Bn

[All Values in Millions]

Project Listing	Delivery Method	Current Approved LOP	Current Forecast	% Complete
Metro Center Street Project	DB	\$144	\$152	90%
Rosecrans/Marquardt Grade Separation	DB	\$156	\$156	75%
Airport Metro Connector Project	DBB	\$899	\$899	72%
Division 20 Portal Widening Turnback Facility	DBB	\$957	\$1,007	64%
Rail to Rail Corridor Active Transp. Connector	DBB	\$166	\$166	59%
Crenshaw/LAX Catch-All	DBB	\$57	\$57	51%
Systemwide Signage	DBB	\$24	\$24	40%
Soundwall Package 10	DBB	\$73	\$73	34%
I-5 North County Enhancement Project	DBB	\$679	\$679	31%
Division 9 40ft Electric Bus Procurement and Charging Infrastructure	DBB	\$164	\$164	30%
Transit Learning Center (SEED School)	DBB	\$20	\$21	35%
I-605/South Street Interchange Improvement	DBB	\$33	\$33	15%
Eastbound SR-91 Atlantic to Cherry Auxiliary Lane Improvements	DBB	\$174	\$174	5%
North San Fernando Valley BRT (Ops Led)	DBB	\$180	\$180	< 1%
Division 1 Street Closure	DBB	\$10	\$10	0%
Regional Connector Catch-All	DB	\$10	\$10	0%
Subtotal:		\$3,746	\$3,805	

Alternative Delivery Projects

Preconstruction Budget Development

Project List	Delivery Method	Current Approved Pre-Construction Budget	Funding to Date (in Mil.)	Est. Cost Range (in Mil.)	% Complete (Design)
I-105 Express Lanes	CM/GC	\$119	\$1,100	\$1,000 - \$1,440	80%
Metro G Line Bus Rapid Transit (BRT) Improvements	PDB	\$150	\$391	\$488-\$511	54%
East San Fernando Valley	PDB	\$498	\$3,573*	\$3,573	50%
LINK Union Station Project	CM/GC	\$298	\$950	\$1,500 - \$1,800	40%
Depot Charging Infrastructure for Division 18/Division 7	PDB	\$0	\$125	\$175-\$300	30%
NoHo to Pasadena BRT	CM/GC	\$0	\$317	\$308 - \$515	25%
Sub-total:		\$1,065	\$6,456	\$7,044 - \$8,139	

*Aligns with the Letter of Intent.

Projects in Development – Shovel Ready

Project Listing	Delivery Method	Funding to Date (in Mil.)	Est. Cost Range (in Mil.)	% Complete (Design)
Chatsworth Station ADA Improvements	DBB	\$4	\$5 - \$6	100%
Westbound SR-91 Improvement Project Shoemaker Av to Alondra Blvd	DBB	\$43	\$200 - \$213	100%
I-710 Early Action Soundwalls P. 2	DBB	\$9	\$8 - \$10	98%
I-605 Beverly Blvd. On/Off-Ramp Improvements	DBB	\$27	\$31-\$35	90%
Brighton to Roxford Double Track	DBB	\$154	\$500 - \$625	90%
Lone Hill to White Double Track	DBB	\$19	\$230 - \$288	65%
Doran Street and Broadway/Brazil Grade Separation Project	DBB	\$79	\$254 - \$318	65%
Gold Line Foothill Extension Phase 2B Project – Montclair	DB	\$0 *	\$800 - \$900	40%
Doran Street Active Transportation	DB	\$3	\$15 - \$18	15%
K Line TPSS	DB	\$52	\$20 - \$40	0%
C Line Platform Extensions	DB	\$52	\$90 - \$100	0%
Subtotal:		\$442	\$2,153-\$2,553	


*Pomona to Montclair segment awaiting funding.

Projects in Closeout

Project List	Delivery Method	Funding to Date (in Mil.)	Est. Cost Range (in Mil.)	% Complete
Regional Connector Transit Project	DB	\$1,756	\$1,756	100%
Eastside Access	DBB	\$30	\$30	95%
Subtotal:		\$1,786	\$1,786	



Metro Project Completion Summary

Project Completion in FY24	Regional Connector Transit Project
	Eastside Access Improvements
Project Completion Planned in FY25 	Airport Metro Connector
	Rail to Rail
	Transit Learning Center
	I-605 South Street Off-Ramp Improvements
	Division 1 Improvements - 6th/Central Downtown LA Industrial District
	Metro Center Street Project

Construction LOP

Projects for LOP

Construction

Alternative Delivery

Metro G Line Bus Rapid Transit Improvements

East San Fernando Valley

I-105 Express Lanes, Civil Work

Design Build/Design Bid Build

SR-91 Westbound Improvement

Division 9 40ft Electric Bus Procurement and Charging Infrastructure

Anticipated FY25 LOP Budget Adjustments

Construction

Purple Line Extension Section 1 (carryover from FY24 APE)

Purple Line Extension Section 2

Division 20 Portal Widening Turnback Facility

Metro Center Project

Individual project details are in the Appendix.

Pre-Construction Budget

Projects for Pre-Construction Budget in FY25

Southeast Gateway Line [Pioneer to Slauson] - Utilities/Freight Relocation

North Hollywood to Pasadena BRT

Division 7 and 18 Electrification

Anticipated FY25 Pre-Construction Budget Adjustment

East San Fernando Valley

Individual project details are in the Appendix.



APPENDIX – INDIVIDUAL PROJECT DETAILS



An aerial, slightly faded photograph of a city street scene. In the foreground, a yellow and white tram is moving along a track. To the right, a multi-lane road has several cars. Modern, multi-story buildings with large windows line the streets. Trees and greenery are interspersed among the buildings. The overall tone is light and airy.

CAPITAL PROJECTS – PLANNING TO IMPLEMENTATION

Southeast Gateway Line - Initial Operating Segment

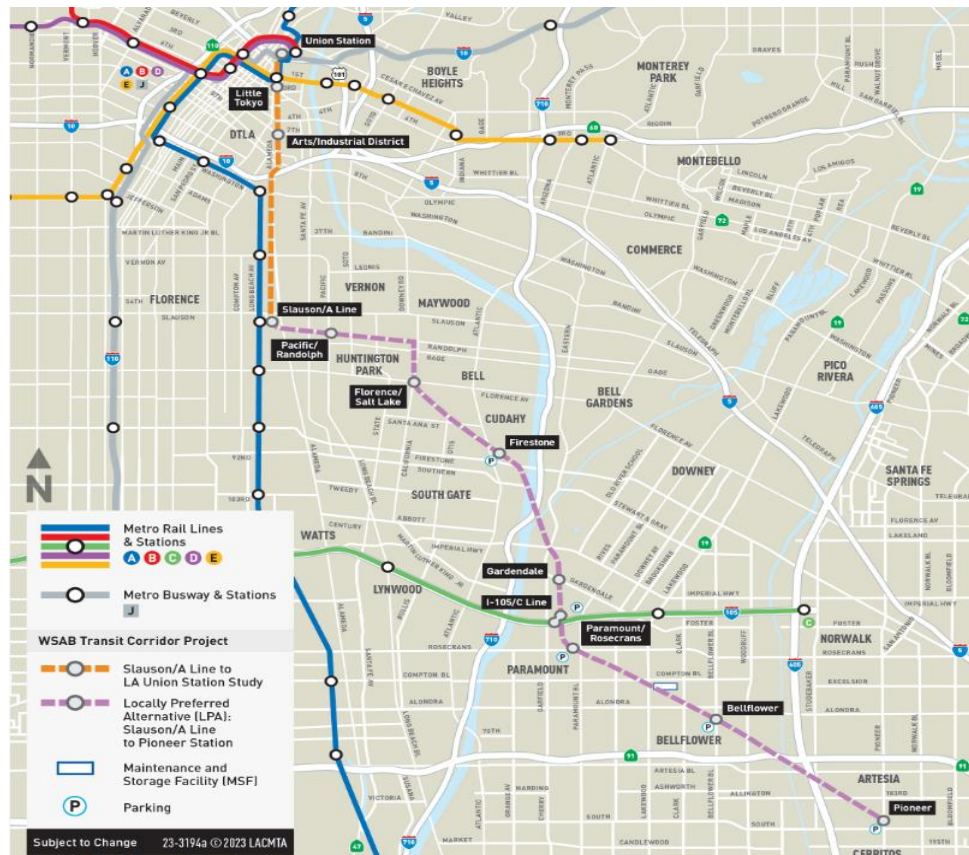
Funding Through
Current Phase
\$116M

Available
Funding
\$2,517M

Current
Forecast
\$7,167M

Current Forecast
Completion
Winter 2035

Project
Status
80% - Env.
Planning,
15% Design
Complete



Southeast Gateway Line - Initial Operating Segment

Cost: Project forecast stands at \$7.167 billion in YOES\$. Utilizing funds from both Measure M and Measure R, identified various funding sources, including FFGA. Anticipate completion of FFGA by roughly the end of 2026.

Schedule: Received FTA comments on Adm. Draft #2 of the FEIS/R issued for review on Dec. 22nd. On track for Record of Decision in Jul. 2024. Targeted Revenue Commencement Date: Q4 2035.

Mitigation Measures: Procuring a CMGC Advance Works contract to address high risk items such as utility relocations, freight relocation, grade crossings, and hazardous soils abatement. This proactive approach is essential in mitigating potential schedule risks.

Accomplishments:

- Executed Master Cooperative Agreements with all ten cities
- Executed MOU between Metro, UPRR, Port of LA, Port of LB, and ACTA
- Per schedule, Final EIR/S Admin Draft#2 issued for review to FTA/USACE on 12/22 and comments received
- Project Design Consultant (Advance Engineering) contract awarded in Nov. 2023.

Challenges/Risks:

- Third-party approvals of final traffic configurations and grade crossings, including CPUC
- Reaching an agreement and relocating private third-party utilities
- Right-of-Way(ROW) acquisition and relocation
- Advancement of final construction and maintenance agreements with UPRR
- Coordination with I-105 Express Lanes and existing C-Line

Eastside Extension Phase II - Initial Operating Segment

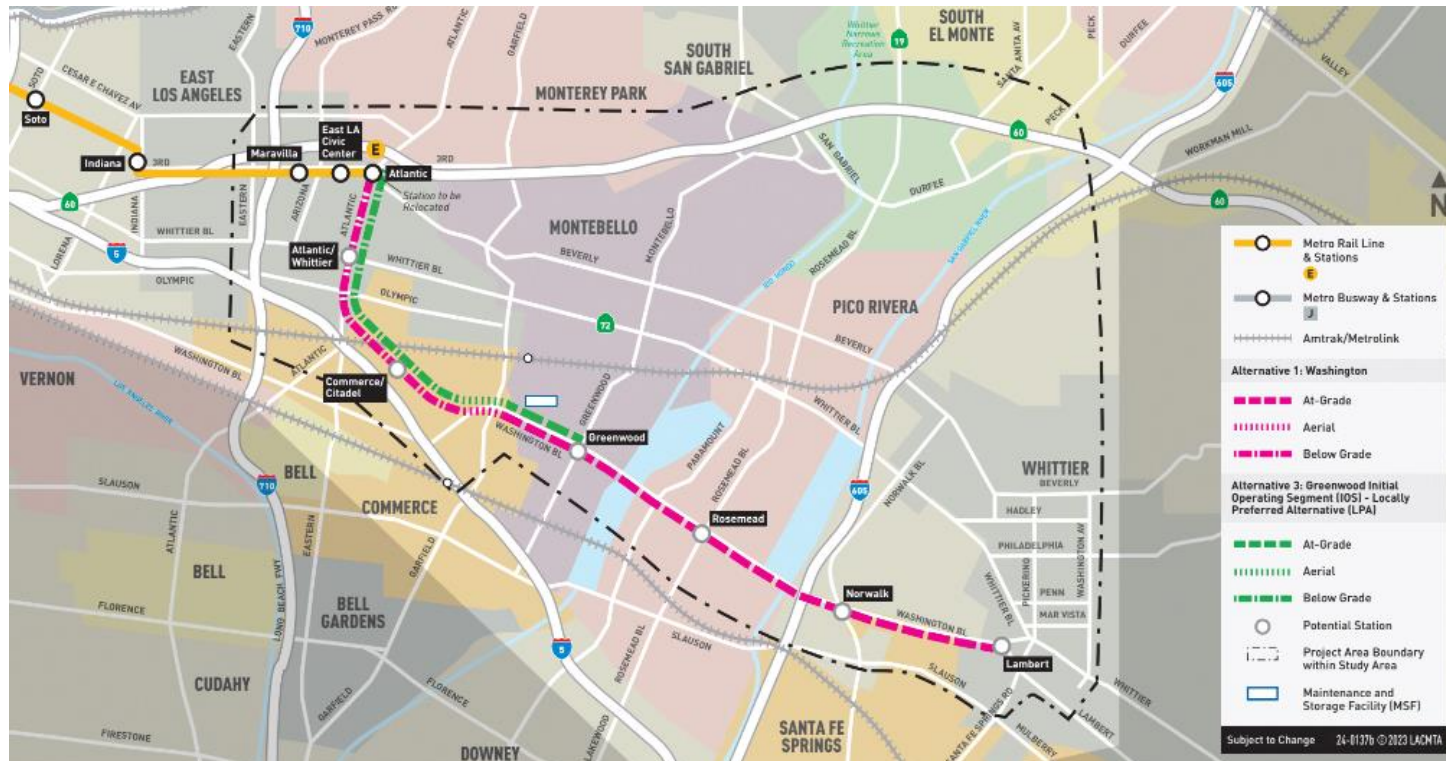
Funding Through
Current Phase
\$88M

Available
Funding
\$3,000M

Current
Forecast
\$7,895M

Forecast
Completion
Fall 2035

Project
Status
90% CEQA,
15% Design Complete
- Full Alignment



Eastside Extension Phase II - Initial Operating Segment

Cost: IOS to Greenwood Station in Montebello. Seeking Federal Funding to complete initial segment.

Schedule: CEQA environmental document approval driving the request to enter NEPA and Preliminary Engineering schedule.

Mitigation Measures: Commence Advance Utility Relocation effort.

Accomplishments:

- Final EIR nearing completion and to be provided to Metro Board in Spring of 2024.
- MCA drafted by Metro's Legal Counsel to the Cities of Commerce, Montebello, Pico Rivera, Santa Fe Springs, and Whittier for review.
- The project was awarded a 2023 Cycle 6 New TIRCP Grant in February 2023.
- Board approved LPA as IOS to Greenwood in December 2022.

Challenges/Risks:

- Begin procurement process for Preliminary Engineering upon determination of project delivery method
- Execute MCAs with the Cities of Montebello, Pico Rivera, Whittier and Commerce
- Secure remaining funding for the 1st segment of the project
- Right of Way Acquisitions
- Unknown environmental, geotechnical, and underground utilities

C Line Extension to Torrance/Green Line

<u>Funding Through Current Phase</u>	<u>Available Funding</u>	<u>Current Forecast</u>	<u>Current Forecast Completion</u>	<u>Project Status</u>
\$74M	\$1,550M	\$1,900M - \$2,900M	2033-3036	60% CEQA, 15% Design

Three alignments studied in the publicly released Draft EIR per CEQA.
 Metro Board has not yet selected preferred alignment (LPA).
 Capital cost estimates range from \$1.9B to \$2.9B, including escalation to midpoint of construction and ~40% contingency.

Funding Sources (not escalated):
 Measure R \$272M
 Measure M \$619M
 TIRCP Grant \$232M



C Line Extension to Torrance/Green Line

Cost: Capital cost estimates range from \$1.9B to \$2.9B, including escalation to midpoint of construction.

Schedule: Commencement of Preliminary Engineering will follow selection of an LPA. Schedule will be reassessed once the LPA is selected.

Mitigation Measures: Currently defining early works activities and anticipating an update to project schedule.

Accomplishments:

- Completed Draft EIR and public comment period (Jan-March 2023).
- Extensive community engagement and Board office engagement.
- Preliminary engineering initiated on early action items.

Challenges/Risks:

- Major utility relocations required regardless of alignment selected.
- Funding gap (between \$500M-\$1.5B depending on alignment)
- Program Management staffing - challenges to filling vacancies.
- Unknown utility impacts.

Vermont Transit Corridor

Funding Through
Current Phase
\$20M*

Available
Funding
\$425M

Current
Forecast
\$TBD

Current Forecast
Completion
2028-2030

Project
Status
2% Env.
Planning

* - Includes BRT
Planning/Environmental & PE

Project alternatives
and environmental
analysis per CEQA
for an EIR will be
complete by early
2025.

Bus only lanes
completion planned
by 2028, Full BRT
subsequent.



Vermont Transit Corridor

Cost: Measure M Expenditure Plan provided a set budget; Preliminary cost estimates were based on high level design (5%).

Schedule: Timely completion of the environmental process/project schedule, etc.; City and Community approval/acceptance.

Mitigation Measures: Early engagement with the City and Community, including elected officials; advancing design to develop refined cost estimates.

Accomplishments:

- Sep 2023: Board approved planning and environmental contract award.
- Dec 2023: Issued Task Order for communications/outreach services; community engagement for near, mid, and long-term improvements.
- Part 1 of environmental study will focus on delivering BRT requiring less environmental review (CEQA SE); planning to take full advantage of SB922.

Challenges/Risks:

- LA City approval – implementing BRT and urban design within LADOT owned and operated corridor.
 - Implementing BRT lanes on corridor with ROW constraints and traffic congestion.
 - Deliver a community-supported project by 2028 Olympics.
 - Aggressive schedule to complete environmental clearance and community engagement to meet delivery of BRT by 2028.
 - City Agency review and approval time may delay project schedule.
 - Sep 2022 Board direction to evaluate BRT project for federal Small Starts and complete NEPA.
-

ROC/BOC

Funding Through
Current Phase
\$3M

Available
Funding
\$3M

Current Forecast
LOP Budget
TBD

Current Forecast
Completion
Spring 2031

Project
Complete
75%
Feasibility
Study



Rail Operations Center (ROC)



Bus Operations Center (BOC)

ROC/BOC

Cost: Project is currently funded on a per fiscal year basis until there's more certainty with the scope and cost magnitude; \$2.5M (FY24 Non-Labor).

Schedule: Timely completion to integrate Measure M projects after East San Fernando Valley (ESFV). Potential delays in addressing the impacted uses at the anticipated project site of Division 10, funding and environmental issues that may be encountered.

Mitigation Measures: To be determined.

Accomplishments:

- Completed Feasibility Study Task-1- Spatial ConOps - Stakeholders Requirements
- Completed Feasibility Study Task-2 Space Layout Requirements (Draft Report)
- Met with other transit agencies who've built ROC BOC facilities to gather information and lessons learned, including Chicago Transit Authority (CTA), Metropolitan Atlanta Rapid Transit Authority (MARTA), Washington Metropolitan Area Transit Authority (WMATA), New York City Transit Authority (NYCTA) and New Jersey Transit (NJT)

Challenges/Risks:

- Confirmation of scope, cost, schedule and funding sources that will align with timing of new rail corridors.



MAJOR TRANSIT PROJECTS LOP > \$1Bn

Gold Line Foothill Extension Phase 2B

Original LOP	Current LOP	Current Forecast	Forecast Completion	Percent Complete
\$1,406M	\$1,533M	\$1,533M	Spring 2026 (Pomona)	83%
	\$0M	\$800M-\$900M	Spring 2029 (Montclair)	0%



Gold Line Foothill Extension Phase 2B

Cost: Project segmented to Pomona; remaining segment is seeking funding to complete the project.

Schedule: Due to unfavorable economic conditions affecting bid prices, the alignment contract was restructured to terminate in Pomona, reducing the completion date with the alignment ending in Montclair.

Mitigation Measures: Seeking additional funding to complete the project.

Accomplishments:

- Light Rail Track construction completed
- LRT train control, OCS poles and wire installation in process
- Traction Power Substations (TPSS) delivered and installed
- Begin local field acceptance testing for TPSS's
- The four stations are currently under construction

Challenges/Risks:

- The contract option to extend the existing contract to Montclair expired; the Construction Authority will need to go out for a new construction bid when remaining funding is secured.
- Metro submitted SB-125 application in December 2023 to request remaining funding for the last two stations in the cities of Claremont and Montclair.

Westside Purple Line Extension Project



Westside Purple Line Extension Section 1

<u>Original LOP</u>	<u>Current LOP</u>	<u>Current Forecast</u>	<u>Forecast Completion</u>	<u>Percent Complete</u>
\$2,774M	\$3,129M	\$3,354M	Summer 2025	91%

Cost: Anticipated Board Request for increase, which is a carryover from the FY24 APE.

Schedule: The current forecast Revenue Service Date has been adjusted from Spring 2025 to Summer 2025.

Mitigation Measures: The Project continues to work with the Contractor updating the monthly schedule to ensure the latest construction sequences are being reported, tracking progress against interim milestones, and actively managing resources as needed.

Accomplishments:

- Completed all track installation, including Wilshire/La Brea and Wilshire/La Cienega crossovers and deck removal at all three stations. Permanent power installation underway at Wilshire/Fairfax and Wilshire/La Cienega Stations. Local field acceptance testing is underway.

Challenges/Risks:

- Project Revenue Service Date (RSD) will not achieve the FFGA date of October 31, 2024. The current schedule forecast RSD has been adjusted from Spring 2025 to Summer 2025.
- Resolution of contractual dispute items with the contractor.

Westside Purple Line Extension Section 2

<u>Original LOP</u>	<u>Current LOP</u>	<u>Current Forecast</u>	<u>Forecast Completion</u>	<u>Percent Complete</u>
\$2,441M	\$2,575M	\$2,700M	Summer 2026	66%

Cost: An LOP increase is forecasted in FY2025. The preliminary estimate for the increase is approximately \$125M. Contractor's delay claims and Requests for Changes are currently under review. The results will be reflected in future updates, subject to Board Approval.

Schedule: Forecast for substantial completion is Summer 2026.

Mitigation Measures: Analyze and monitor potential delays to critical and near-term critical path schedule activities and intervene (as appropriate) before impacts are realized.

Accomplishments:

- Completed excavation and initial lining of all 14 cross passages.
- Completed excavation and concrete invert slab at Century City Constellation Station and started platform level walls.
- Completed invert slab, platform level walls, concourse slab at Wilshire/Rodeo Station and started appendage construction.

Challenges/Risks:

- Requests for Changes (RFCs), Notices of Intent to Claim (NOICs), open Claims, and elements in the risk register continue to pose risks to cost and schedule containment.
- Improving the contractor's safety culture.

Westside Purple Line Extension Section 3

<u>Original LOP</u>	<u>Current LOP</u>	<u>Current Forecast</u>	<u>Forecast Completion</u>	<u>Percent Complete</u>
\$3,224M	\$3,277M	\$3,277M	Summer 2027	51%

Cost: No change.

Schedule: Agreed upon accelerated schedule is being implemented.

Mitigation Measures: Implementation of agreed upon accelerated schedule will reduce negative float.

Accomplishments:

- Completed tunnels breakthrough at Constellation/Century city station.
- Completed excavating 3 of 14 cross passages.
- Completed support of utilities under Wilshire Blvd at the Westwood/UCLA Station.
- Continued station box excavations and over 50% complete.
- Started tunnel break-in at the Westwood/UCLA station and Westwood/VA Hospital Station.
- VA Parking Structure construction contract Notice to Proceed issued on September 27, 2023.

Challenges/Risks:

- Contractor resources to support the Accelerated Schedule.



CAPITAL PROJECTS LOP < \$1BN

Metro Center Street Project

**Original
LOP**
\$113M

**Current_
LOP**
\$144M

**Current
Forecast**
\$152M

**Forecast
Completion**
2024

**Percent
Complete**
90%



Metro Center Street Project

Cost: Due to differing site conditions, design delays by the Design Build Contractor, supply chain issues, and extended completion schedule, the current forecast LOP budget is \$151.7 M based on December 2023 Project Team Cost Report.

Schedule: The substantial completion June 2024. Final completion December 2024 with delivery and installation of permanent Air Handling Units.

Mitigation Measures: The delay is being mitigated by the Contractor using temporary Air Handling Units. Negotiate open claims to resolve disputes, avoid further escalation and reduce cost and schedule impacts.

Accomplishments:

- Building is weather tight and art panel installation completed.
- On site underground utility work completed.
- Interior finishes and communication systems are nearly complete.

Challenges/Risks:

- Delayed delivery of key building system components is impacting the Project schedule for occupancy.

Rosecrans/Marquardt Grade Separation Project

Original
LOP
\$156M

Current
LOP
\$156M

Current
Forecast
\$156M

Forecast
Completion
2025

Percent
Complete
75%



Rosecrans/Marquardt Grade Separation Project

Cost: No Change.

Schedule: Project closeout by 2025.

Mitigation Measures: Work with funding partners so grant funding allocation meets construction schedule timeline.

Accomplishments:

- Rosecrans Avenue Overpass temporary falsework was dismantled and removed ahead of schedule.
- The Rosecrans Avenue Overpass opened to live traffic in January 2024.
- The temporary access road has been constructed ahead of schedule.

Challenges/Risks:

- BNSF no longer providing flagging services for this project. City of Santa Fe is providing flagging services instead.
- Continue working with funding partners to maximize the external funding contributions for this project to ensure Metro does not exceed the initial funding contribution.

Airport Metro Connector

Original
LOP
\$899M

Current
LOP
\$899M

Current
Forecast
\$899M

Forecast
Completion
Fall 2024

Percent
Complete
72%



Airport Metro Connector

Cost: No Change.

Schedule: No Change.

Mitigation Measures: Not Applicable.

Accomplishments:

- Primary structure complete
- Track work and OCS complete
- CMU Building structural envelope complete
- 90% of underground complete

Challenges/Risks:

- Easement Agreement with LADWP for installation of the Permanent Power services. The indemnification agreement is pending execution.
- The AMC entire perimeter is interfacing with CLAX/DIV 16 operations and 3 different LAWA developers.
- Supply chain challenges impacting electrical equipment procurement.



Division 20 Portal Widening Turnback

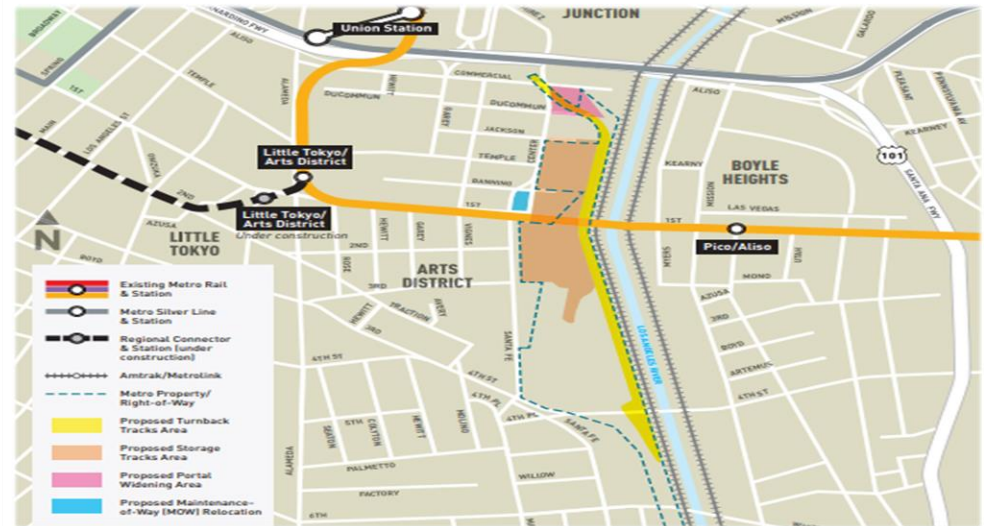
Original
LOP
\$957M

Current
LOP
\$957M

Current
Forecast
\$1,007M

Forecast
Completion
Spring 2026

Project
Complete
64%



Division 20 Portal Widening Turnback

Cost: Anticipated LOP increase anticipated at end of FY25. Funding for close out and unforeseen claims are being requested.

Schedule: Change in completion date due to change orders related to design issues, differing site conditions. Key change orders are critical path to be addressed prior to base contract work.

Mitigation Measures: Currently prioritizing construction activities, working with contractor to update project schedule.

Accomplishments:

- Milestone 3 - Completion of portal wall and conduits completed for the Metro Center Street Project (previous ESOC).
- Milestone 4 - Completion on Traction Power cable installation related to TPSS/EPBS Equipment Installation.
- Portal Wall installation of Y/L Track slab, rebar for track plinths, concrete pouring of plinths and elevated walkways.
- Complete installment of Northern Storage Track and ballast.

Challenges/Risks:

- Design changes and revisions and differing site conditions.
 - Portal Wall Demolition: relocation of existing systems and utilities that have been difficult to identify.
 - Ductbank Realignments in the Southern Yard.
 - Funding for close out.
-

Rail to Rail Active Transportation Corridor

<u>Original LOP</u>	<u>Current LOP</u>	<u>Current Forecast</u>	<u>Forecast Completion</u>	<u>Percent Complete</u>
\$116M	\$166M	\$166M	Winter 2024	59%

Cost: The current LOP reflects the current forecast.

Schedule: No Change.

Mitigation Measures: Ongoing coordination with LADOT for work within the Public ROW

Accomplishments:

- Increased LOP from \$143M to \$166M in November 2023 due to unforeseen soil contamination, work in public ROW, and increased 3rd party costs
- Work in 8 of 26 intersections completed
- Mid-block crossing near Slauson and Long Beach Ave approved by LA County
- Installed asphalt Bicycle Path in six segments from 11th to Van Ness (Seg A-C, MROW) and Slauson to Normandie Ave (Seg F-H, MROW)
- Installed fence panels, handrails and irrigation line from 11th to 4th Ave (Seg A & B, MROW)

Challenges/Risks:

- Sequencing of intersection work in the public ROW could see delay in one intersection which causes concurrent delay in succeeding intersections.
 - Unanticipated utility work and differing site conditions in public ROW
 - Third-party expenditures with the City of LA are much higher than forecasted in the preliminary design due to the work in public ROW.
 - City of LA review of submittals and traffic control plans may delay construction in Public ROW.
-

Crenshaw/LAX Catch-All

<u>Original LOP</u>	<u>Current LOP</u>	<u>Current Forecast</u>	<u>Forecast Completion</u>	<u>Percent Complete</u>
\$30M	\$57M	\$57M	Summer 2025	51%

Cost: No additional anticipated LOP increase. Current risks may require a potential LOP increase.

Schedule: Change in complete date due to Catch-All “K-Line Paving and Improvements” Contract C1221 re-advertisement.

Mitigation Measures: Continued monitoring of critical and near-term critical path activities. Closely monitoring cost exposures and schedule slippages.

Accomplishments:

- Catch-All “K-Line Paving and Improvements” Contract C1221 was readvertised for bid in October 2023 and bid opening was in November 2023.

Challenges/Risks:

- Delayed completion of the close out project due to project procurement delays.

Systemwide Signage

Design Phase	Available	Total Project	Forecast	Percent
<u>Budget</u>	<u>Funding</u>	<u>Forecast</u>	<u>Completion</u>	<u>Complete</u>
\$1M	\$24M	\$24M	2027	40%

Cost: No Change.

Schedule: One-year extension for implementation due to extended procurement timetables.

Mitigation Measures: Staff will continue to investigate alternative methods of procurement/project delivery such as IDIQ.

Accomplishments:

- Issued Contract Task Order for design of Regional Connector-related Signage.
- Issued Contract Task Order for construction of Regional Connector Signage.
- Issued Contract for construction of Crenshaw/LAX Signage.
- Issued Contract Task Order for Design of Hub Station Signage.

Challenges/Risks:

- Determining whether one big contract or several smaller ones for signage construction is best.
- Availability of V/CM and CX staff to work on the solicitation and project management.
- Availability of Rail FM staff to work on implementation.
- Incorporating construction into already existing contracts on the major projects and risk of re-bidding.

Soundwall Package 10



Original
LOP
\$51M

Current
LOP
\$73M

Current
Forecast
\$73M

Forecast
Completion
Winter 2026

Percent
Complete
34%

Cost: No Change.

Schedule: No Change.

Mitigation Measures:

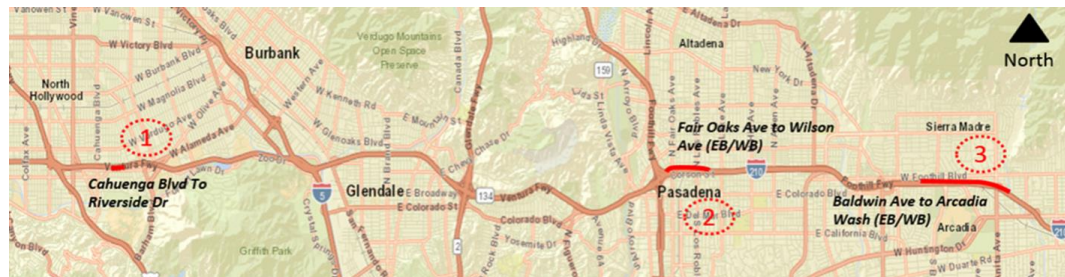
Not Applicable.

Accomplishments:

- Secured \$48.6M in HIP - Federal Funding
- Constructability Review Complete
- Construction Cooperative Agreement Executed
- LOP Approved by Metro Board in December 2022.
- CSSC Contract has been awarded.
- Project Construction has started in Pasadena, Arcadia, and Toluca Lake.

Challenges/Risks:

- TCE Extension
- Project delay from Caltrans (designer of record) timely response to submittals, RFI's, and plan revisions



I-5 North County Enhancements Project



<u>Original LOP</u>	<u>Current LOP</u>	<u>Current Forecast</u>	<u>Forecast Completion</u>	<u>Percent Complete</u>
\$679M	\$679M	\$679M	Summer 2026	31%

Cost: No Change.

Schedule: No Change.

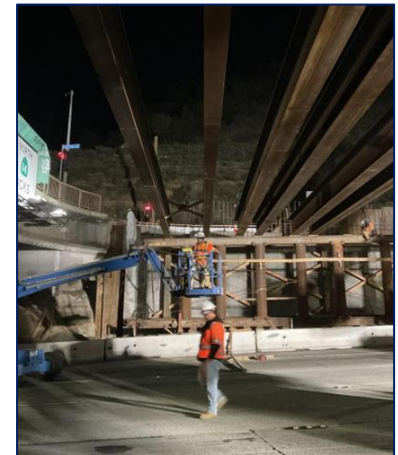
Mitigation Measures: Not Applicable.

Accomplishments:

- Weldon Canyon Bridge demolished.
- Deck pours at Weldon Canyon, Butte Canyon, and Castaic Creek Bridges.
- Working on foundation and starting falsework at Gavin Canyon, Rye Canyon, Santa Clara, and Calgrove.
- Median drainage, electrical, saw cutting/grinding pavement, roadway excavation, base and JPCP placement work is in progress.

Challenges/Risks:

- Contractor staffing and performance to meet substantial completion.
- Coordinating with other Stakeholders
- Differing site conditions



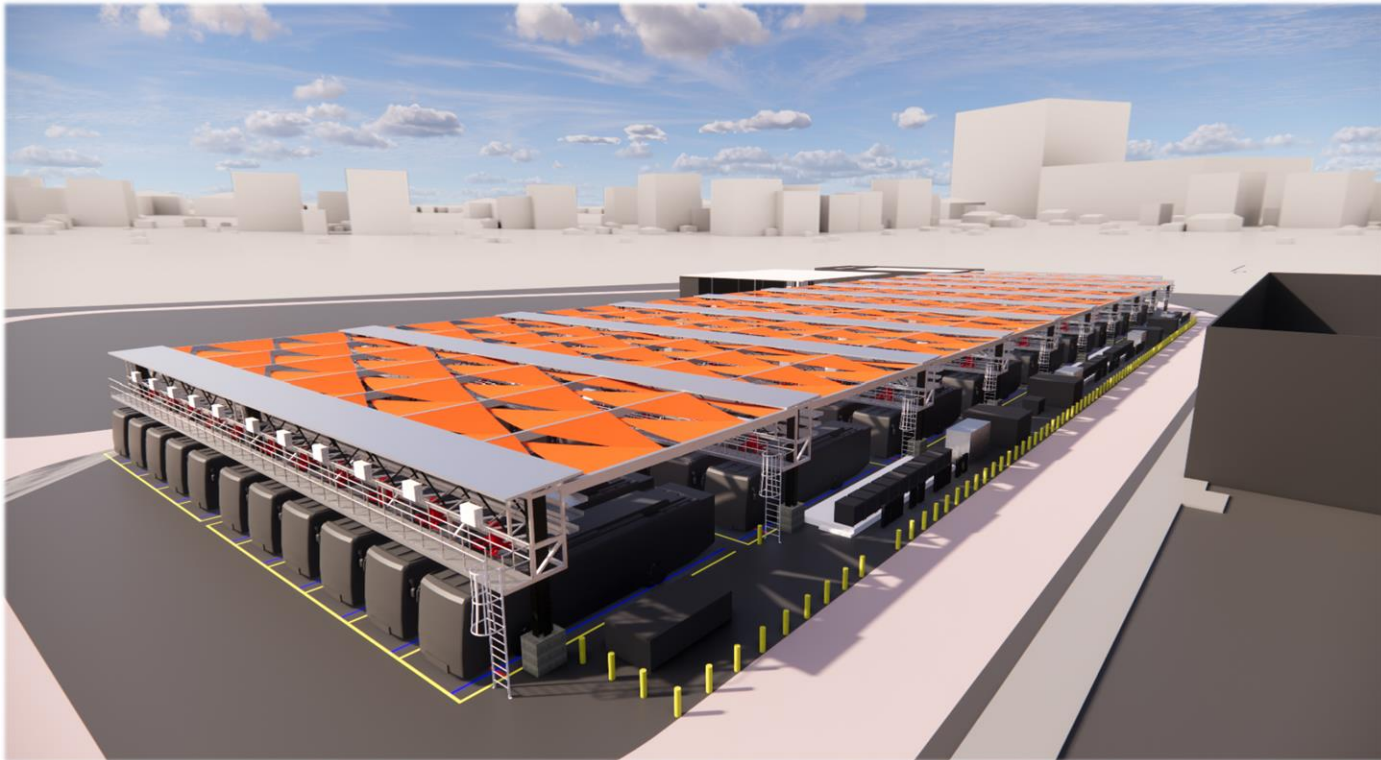
Electric Bus Charging Infrastructure (Division 7, 9, and 18)

Available
Funding
\$164M

Current Forecast
LOP Budget
\$339M-\$464M

Current Forecast
Completion
2025 (Div. 9)

Percent
Complete
30% (Div. 9)



Electric Bus Charging Infrastructure

(Division 7, 9, and 18)

Cost: Project forecast stands over \$164M, identified various funding sources, including LCTOP.

Schedule: Civil work for Division 9 to be awarded by June 2024 and construction to be finish by Q4 of 2025. Division 18 and 7 progress design package under development. Anticipated RFP release in Q3 of 2024.

Mitigation Measures: Simulating future J line electric buses during planning stages to know power requirements and start conversation with utilities companies. In addition, applied lessons learns from past projects.

Accomplishments:

Division 9:

- Received 5 Pilot 40ft Electric Buses; Installed Portable Chargers at CMF, Division 9 and 18
- Five buses are currently in service in the J Line, charged with 50kW Portable chargers at D9/18

Division 18:

- 60% Design has begun but the design is expected to be completed by June 2024.

Challenges/Risks:

- Land Ownership Clarification, Construction/Equipment Permits, Environmental Clearance issues.
 - New technology risks: battery, charger system reliability/charger equipment delivery timelines.
 - Possible lack or available utility power to install the necessary charging equipment.
 - Possible lack of depot space for all electric buses parking and required charging equipment.
-

Transit Learning Center (SEED School)

Design Phase	Available	Total Project	Forecast	Percent
<u>Budget</u>	<u>Funding</u>	<u>Forecast</u>	<u>Completion</u>	<u>Complete</u>
\$2M	\$20M	\$21M	Fall 2024	35%

Cost: LOP increase in the amount of \$1.25M to be funded with Federal Earmark.

Schedule: Construction completion anticipated in October 2024.

Mitigation Measures: Project team is working with Developer and General Contractor to expedite review of submittals.

Accomplishments:

- Project is at 100% Design.
- Developer started construction summer 2023 and has completed the shell of the building.
- Developer has submitted four requests for tenant improvement disbursements through FY24 Q2.
- Metro has paid the parking disbursement as per the MOU.
- Metro obtained a Federal earmark to fund furniture and equipment.

Challenges/Risks:

- Escalation costs have forced Metro to reduce the scope of exhibits.
- Metro needs to finalize the operations of the facility in FY24 and staff the facility in FY25.
- Owner/developer delays in construction.
- Delay in obtaining the occupancy permit from County of LA.

I-605/South Street Interchange Safety Improvement



Original
LOP
\$33M

Current
LOP
\$33M

Current
Forecast
\$33M

Forecast
Completion
Spring 2025

Percent
Complete
15%

Cost: No Change.

Schedule: No Change.

Mitigation Measures: Not Applicable.

Accomplishments:

- Caltrans Cooperative Agreement executed.
- CSSC Team on-board.
- HIP Funding Secured \$15.7 Million.
- Construction BID Opened August 28, 2023.
- LOP Approved November 30, 2023.
- Community Outreach efforts are on-going.

Challenges/Risks:

- Construction Limitation, Finish Prior to November 2024.
- Aerially Deposited Lead (ADL).
- Minimizing impacts to Cerritos Auto Center and Los Cerritos Mall during construction
- CIDH Piles and Retaining Wall Construction.



EB SR-91 Atlantic to Cherry Auxiliary Lane Safety Improvements



Original <u>LOP</u>	Current <u>LOP</u>	Current <u>Forecast</u>	Forecast <u>Completion</u>	Percent <u>Complete</u>
\$174M	174M	\$174M	Summer 2028	5%

Cost: No Change.

Schedule: No Change.

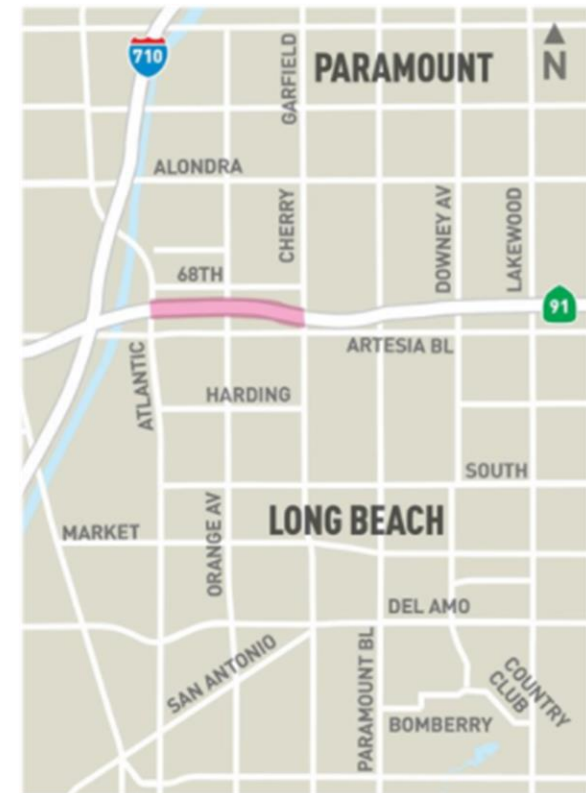
Mitigation Measures: Not Applicable.

Accomplishments:

- Construction Management Support Services contract executed in Nov 2023
- Notice to proceed construction contract, March 2024

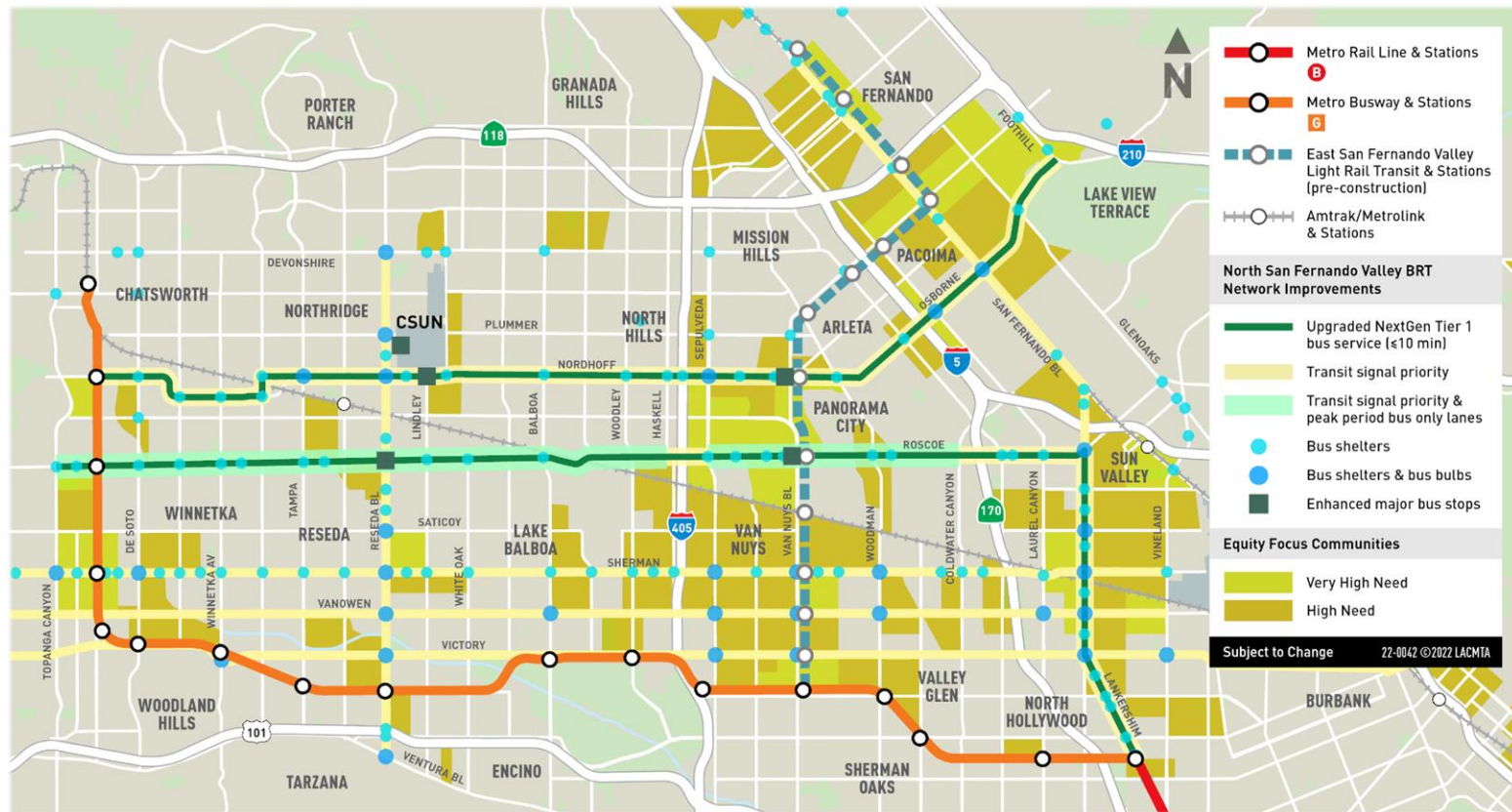
Challenges/Risks:

- TCEP funding obligation deadline
- Paleontological impacts
- Buried human-made objects, unknown utilities, and differing site conditions
- Unanticipated presence of protected special-status species in active construction areas
- Complexity in the temporary shoring systems



North San Fernando Valley BRT Improvements

Preconstruction Phase Budget	Available Funding	Current Forecast LOP Budget	Current Forecast Completion	Percent Complete
\$8M*	\$180M	\$180M	2026	< 1%



*Planning/Environmental & Advanced Conceptual Engineering

North San Fernando Valley BRT Improvements

Cost: At this time, there are no immediate cost or project funding issues.

Schedule: Key items for schedule are: 1) agreement signed with Streets LA to allow for implementation of new bus shelters to begin in Fall 2024; 2) completion of Roscoe bus lanes design work in Q2 CY24; 3) issue of RFP for new zero emission battery electric buses and charging infrastructure in Q2 CY24; and 4) issue contract modification for design work for bus bulbs and key transfer locations Q2 CY24. Transit signal priority and all door boarding implementation proceeding as planned with implementations due in first half of CY25.

Mitigation Measures: Zero emission Bus Master Plan due to go to Metro Board April 2024 that will allow RFP to move forward; Contract modification for bus bulbs and key transfer location to go to Board by mid-2024. LADOT has agreed to install Roscoe Bus Lanes in June 2024.

Accomplishments:

- City of LA signed Metro/StreetsLA for new bus shelters: 60% design plans submitted for LA City review for Roscoe bus lanes.

Challenges/Risks:

- CEQA challenge to Streets LA new bus shelters program.
- Competition with City of LA bus stop amenities program.
- ZEB bus and infrastructure RFP release and delivery timeline (including procurement).
- Bus bulbs design and construction process (including utilities).

Division 1 Street Closure

<u>Design Phase Budget</u>	<u>Available Funding</u>	<u>Total Project Forecast</u>	<u>Forecast Completion</u>	<u>Percent Complete</u>
\$250K	\$10M	\$10M	2026	0%

Cost: Current budget is tentative and subject to change based on preliminary planning/design.

Schedule: Design is anticipated to start in Spring 2024.

Mitigation Measures: Per Metro Board approval, the Project team negotiated bike street improvements instead of costly street dedications that negatively impacted Division 1 operations.

Accomplishments:

- Various City departments have reviewed Metro's revised application for the Industrial Street Vacation with Conditions. Awaiting scheduling and approval by the Public Works Committee and City Council.

Challenges/Risks:

- Adjacent neighbor opposes original and revised designs.
- Utility providers acceptance of proposed utility protect-in-place plan.
- Design completion and confirmation of construction forecast.
- Industrial Street is currently used by Division 1. The Project team will minimize operational disruptions during demolition and construction.

Regional Connector Catch-All

Original <u>LOP</u>	Current <u>LOP</u>	Current Forecast <u>LOP</u>	Forecast <u>Completion</u>	Percent <u>Complete</u>
\$10M	\$10M	\$10M	Sept 2026	0%

Cost: No Change.

Schedule: No Change.

Mitigation Measures: Flexible contract based on budget.

Accomplishments: Two contracts have been identified thus far. The first one is Landscaping Contract which was solicited, and a single bid received on March 14, 2024; pending notice of intent to award. The second contract, Regional Connector Safety, Security, and Architectural Enhancements, anticipates to advertise as IFB in May 2024.

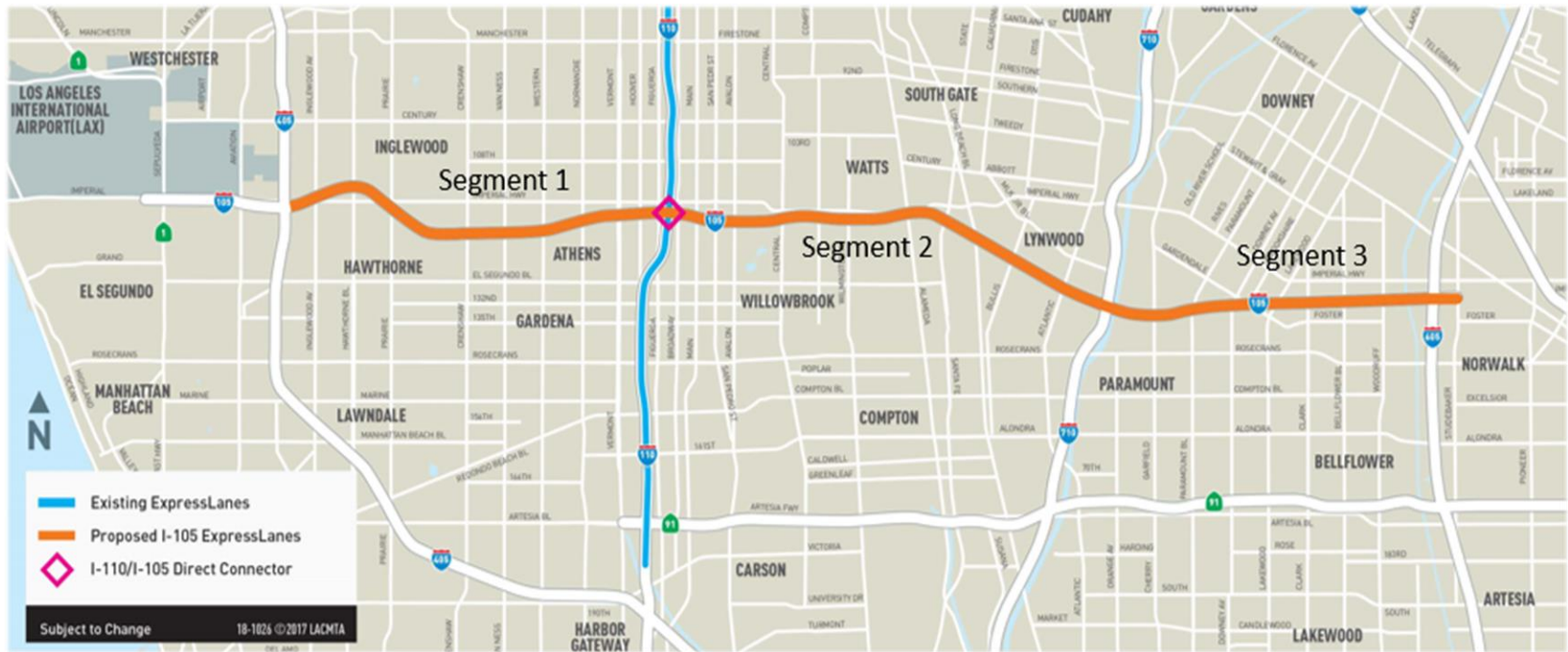
Challenges/Risks: None.



ALTERNATIVE DELIVERY PROJECTS LOP IN DEVELOPMENT

I-105 Express Lanes

Pre-Const. LOP Phase Budget	Available Funding	Current Forecast LOP Budget	Forecast Completion	Percent Complete (Design)
\$119M	\$1,100M	\$1,000M - \$1,440M	Spr 2028 (Seg. 1) Spr 2029 (Seg. 2, 3)	80%



I-105 Express Lanes

Cost: Project Team is refining estimate with CMGC. Cost will be refined to account for recent value engineering and any reduction in risk due to design modifications. Project will seek \$1.1B in TIFIA loan and toll backed bonds. Funding expected to include Measure M, State SB1 grant, and toll backed bonds.

Schedule: Project Team is in the process of implementing contractor innovations which will include design modifications.

Mitigation Measures: Project will be delivered by segment. Pursuing Federal grants, TIFIA loan, and revenue bonds backed by toll revenue as part of funding plan. Implementing Construction Manager/General Contractor (CM/GC) project delivery to support State grant schedule and potential cost reduction strategies and encourage contractor collaboration and optimization of the design, scope, pricing and schedule.

Accomplishments:

- Segment 1 estimate by CMGC was submitted December 2023.
- For Segment 1, 95% design is complete. 65% Design for Seg 2/3 submitted to and has received comments from Caltrans. The project team is working with Caltrans on design exceptions.
- RTCS Project Mobilization milestone was completed in early January 2024.
- SFTC submitted cultural competency plan for Metro review and approval.

Challenges/Risks:

- Measure M/State SB 1 grant funds partial project cost, funding plan relies on future TIFIA loan and/or revenue bonds to be repaid by toll revenue.
- Caltrans approval of any potential design exceptions, to meet accelerated design schedule for Segment 1 and meet SB1 requirements to issue construction contract by December 2024.
- Close coordination required with all other Metro projects including SGL, Metro C-Line SGR.

G Line Bus Rapid Transit Improvements

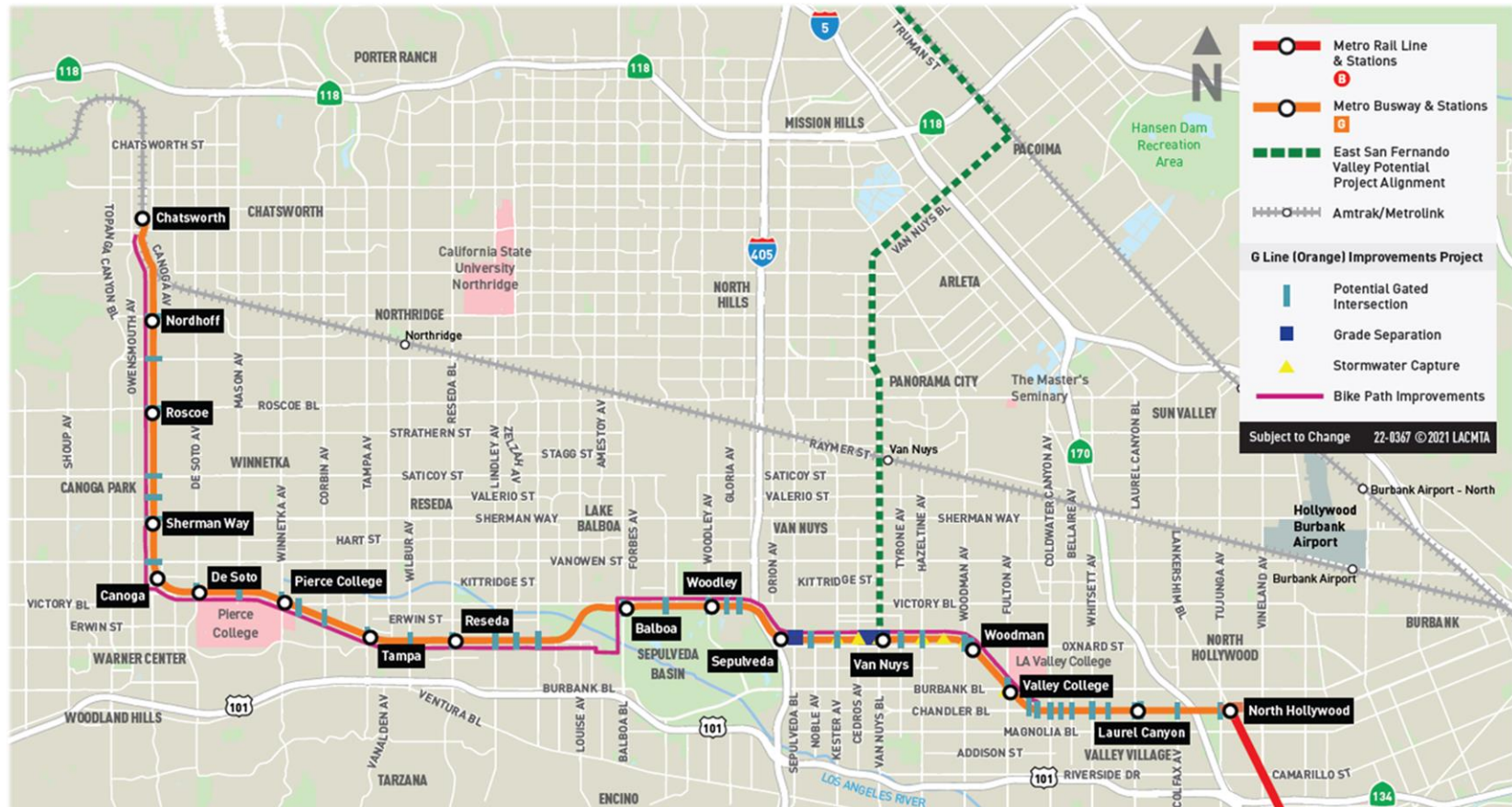
**Pre-Construction
LOP Phase Budget**
\$150M

**Available
Funding**
\$391M

**Current Forecast
LOP Budget**
\$488M - \$511M

**Forecast
Completion**
Winter 2026

**Percent Complete
(Design)**
54%



G Line Bus Rapid Transit Improvements

Cost: 30% Opinion of Probable Construction Cost process showed a higher estimate than anticipated.

Schedule: Change in scope, due to value engineering options to reduce project cost, requires a re-design which is pushing out the completion of Phase 1. Phase 2 substantial completion milestone currently is unchanged.

Mitigation Measures: Implementing various scope refinements to address affordability issues.

Accomplishments:

- Gated Intersection Technology Evaluation completed in March 2023
- 30% OPCC completed in August 2023
- Implementing value engineering ideas to address affordability issues presented at board meeting in November 2023

Challenges/Risks:

- Fiber and fiber duct banks are inadequate to satisfy project requirements
- City approvals for detours during construction
- City betterments including new bus pads, roadway resurfacing, sidewalk and other civil improvements resulting from temporary bus/bike detours
- Potential need to accelerate construction to meet Phase 2 milestones
- Uncertainty of gate activation/TPS technology
- Estimate variances and negotiating Phase 2 work (including Early Works Packages)

East San Fernando Valley Transit Corridor

**Pre-Const. LOP
Phase Budget**
\$498M

**Available
Funding**
\$3,573M

**Current Forecast
LOP Budget**
\$3,573M

**Forecast
Completion**
Fall 2031

**Percent Complete
(Design)**
50%



East San Fernando Valley Transit Corridor

Cost: On December 1, 2023, Metro submitted a draft FFGA application with a project cost of \$3.573B.

Schedule: In the draft FFGA application Metro submitted a detailed project schedule with a September 2031 start of revenue service.

Mitigation Measures: Utilizing progressive design-build project delivery to encourage contractor collaboration, optimization of the design, scope, pricing and schedule, and risk reduction. Collaboration with the City of LA's many stakeholders continues to be a priority.

Accomplishments:

- NTP for Phase 1 of the PDB contract issued on April 14, 2023, to San Fernando Transit Constructors.
- SFTC has submitted Phase 1 deliverables of Validation of Base Design, Opinion of Probable Cost, Schedule, and Value Engineering Plan.
- Draft FFGA application submitted on December 1, 2023. FTA Risk Workshop was held in mid-December.
- SFTC submitted cultural competency plan for Metro review and approval.
- C1220 - Advanced Utility Adjustment DWP Power Design #1 construction will complete early 2024.

Challenges/Risks:

- Additional Preconstruction funding will need to be secured to complete the design, execute construction early work packages, continue real estate acquisitions, and maintain project schedule.
- The FTA review of the FFGA could identify a project cost greater than what Metro submitted and additional funding sources would need to be secured to cover the delta.
- Acquisition of parcels needed for MSF and TPSS sites.

Link Union Station (LINK US)

<u>Pre-Const. LOP Phase Budget</u>	<u>Available Funding</u>	<u>Current Forecast LOP Budget</u>	<u>Current Forecast Completion</u>	<u>Percent Complete (Design)</u>
\$298M	\$950M	\$1,500M - \$1,800M	2033	40%



Link Union Station (LINK US)

Cost: Metro finalized value engineering with stakeholders and will publish a new program cost in January 2024.

Schedule: Metro finalized value engineering with stakeholders and will publish a new program schedule in January 2024.

Mitigation Measures: The project is proceeding with Advanced Preliminary Engineering from 35% to 65% design while NEPA is being finalized. This project is being delivered Alternative Project Delivery which provides an opportunity to optimize project scope and reduce costs to conform with available funding.

Accomplishments:

- Project staff have worked with Calsta, Metrolink, LOSSAN, Amtrak and CAHSR to reduce scope while still achieving future rail expansion goals. The reduced scope will result in cost/schedule savings.
- Advanced Utility Relocation has begun for the project.
- Metro has received an Order of Possession for the Properties required to build the Run-thru Structure.

Challenges/Risks:

- NEPA Approval prior to CMGC Award.
 - An agreement from BNSF to occupy a portion of the West Bank Storage Tracks prior to CMGC Construction.
 - Latest estimate exceeds funding committed to date. The latest estimate includes acquisition of BNSF property and improvements to Malabar Yard that was not previously contemplated as part of the project.
 - Reconciliation of conflicting commercial requirements between CHSR and future Federal funding sources.
-

North Hollywood to Pasadena

**Funded Through
Current Phase Budget**
\$77M

**Available
Funding**
\$317M

**Current Forecast
LOP Budget**
\$308-\$515M

**Forecast
Completion**
Summer 2027

**Percent Complete
(Design)**
25%



North Hollywood to Pasadena

Cost: The proposed project is estimated to cost estimate between \$308M to \$515M. The project has \$317M in programmed capital funding including \$267M in the Measure M Expenditure Plan and \$50M SB1 funds.

Schedule: 25% preliminary engineering design was submitted in December 2023, procurement of PMSS, PS&E and CMGC to be completed in FY24, Design and Construction to follow FY24-FY27.

Mitigation Measures: Project Delivery via CMGC to provide opportunities to pursue phasing strategies and value engineering opportunities to reduce project cost, minimize construction impacts and potentially open segment sections early.

Accomplishments:

- 25% Design submitted in December 2023.
- Program Management awarded Program Management Support Services and A&E contracts in 2024.

Challenges/Risks:

- Executing MCA's with cities having jurisdiction and associated scope creep.
- Identification of opportunities to control and reduce project scope, while still meeting project objectives, to ensure it remains within the available funds.

A high-speed train, number 670, is shown traveling on tracks. The train is white with a blue stripe and has three windows at the front. It is moving towards the right. To the left of the tracks is a road with palm trees and a clear sky. The text "PROJECTS IN DEVELOPMENT – SHOVEL READY" is overlaid in the center of the image.

PROJECTS IN DEVELOPMENT – SHOVEL READY

Chatsworth Station ADA Improvements

Design Phase	Available	Current Forecast	Forecast	Percent Complete
<u>Budget</u>	<u>Funding</u>	<u>LOP Budget</u>	<u>Completion</u>	<u>(Design)</u>
\$2M	\$4M	\$5 - \$6M	2025	100%

Cost: Increase in construction estimate with escalation.

Schedule: No Change.

Mitigation Measures: Working with approving agencies to procure construction.



Accomplishments:

- Completed 100% final design submittal.
- Completed the Phase 1 construction punch list and performed 2023 ADA audit.

Challenges/Risks:

- Coordination with the Metrolink SCORE project at the same location.
- Delay in construction procurement.
- Metro O&M not being able to complete the construction work and requiring construction solicitation approval.
- Metro would be out of compliance with the US Department of Justice settlement if construction work is not completed by August 2025.

WB SR-91 Improvement - Shoemaker Av to Alondra Blvd



Original <u>LOP</u>	Current <u>LOP</u>	Current <u>Forecast</u>	Forecast <u>Completion</u>	Percent Complete <u>(Design)</u>
\$43M	\$43M	\$200M - \$213M	Winter 2028	100%

Cost: No Change.

Schedule: RTL 2024. Construction to start Spring 2025

Mitigation Measures: Mountains Recreation and Conservancy Authority off-site mitigation.

Accomplishments:

- Caltrans Cooperative Agreement executed.
- Construction support services team on-board.
- Constructability Review Finalized.

Challenges/Risks:

- Fund source identification to close gap
- CIDH Piles and Retaining Wall Construction
- Aerial Deposited Lead (ADL)
- Reconstructing Bloomfield Blvd OC and Gridley Rd OC
- Weekend (55-hour) closures



I-710 Early Action Soundwall Package 2



<u>Design, Pre-Procurement Budget</u>	<u>Available Funding</u>	<u>Current Forecast</u>	<u>Forecast Completion</u>	<u>Percent Complete (Design)</u>
\$5M	\$9M	\$8M-\$10M	Summer 2025	98%

Cost: No Change.

Schedule: No Change.

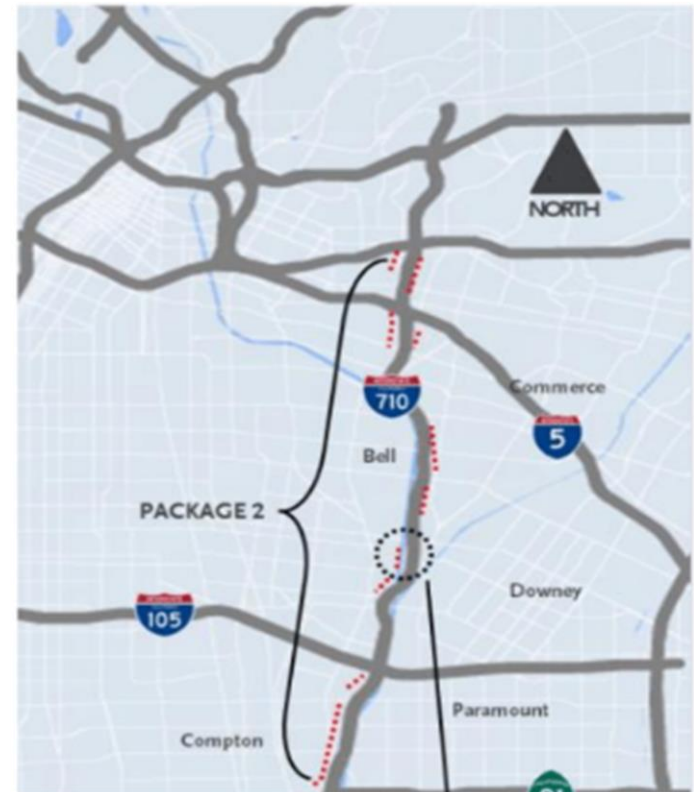
Mitigation Measures: Not Applicable.

Accomplishments:

- Constructability Review Completed
- Construction Cooperative Agreement Executed
- CSSC Contract has been awarded

Challenges/Risks:

- Funding approval to pursue construction.
- TCE Extensions will have cost and potential schedule implications.



I-605/Beverly Interchange Improvement



<u>Design, Pre-Procurement Budget</u>	<u>Available Funding</u>	<u>Current Forecast</u>	<u>Forecast Completion</u>	<u>Percent Complete (Design)</u>
\$5M	\$27M	\$31M-\$35M	Summer 2026	90%

Cost: No Change.

Schedule: No Change.

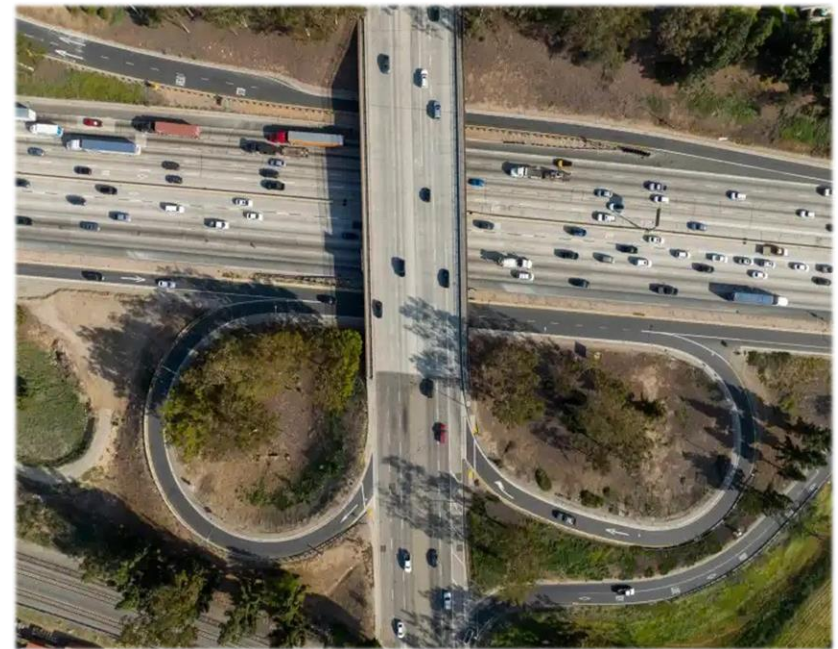
Mitigation Measures: Not Applicable.

Accomplishments:

- Caltrans Cooperative Agreement executed.
- Construction support services team on-board.
- Constructability Review Finalized.
- Design Contract Award.

Challenges/Risks:

- CIDH Piles and Retaining Wall Construction
- Aerially Deposited Lead (ADL).
- May need Temporary Construction Easements (TCE) due to proximity of the Right of Way Fence
- Weekend (55-hour) closures.
- Differing Site Conditions.



Brighton to Roxford Double Track Project

Design Phase	Available	Total Project	Forecast	Percent Complete
<u>Budget</u>	<u>Funding</u>	<u>Forecast</u>	<u>Completion</u>	<u>(Design)</u>
\$27M	\$154M	\$500M - \$625M	2030	90%

Cost: Revised project total based upon updated cost estimate reflecting current market conditions consistent with best practices.

Schedule: July 2023 Board approved separating the project into four segments, starting construction with Segment 1 at Brighton Street.

Mitigation Measures: Staff will continue to look for local, state, and federal funding opportunities for construction segments.

Accomplishments:

- Secured \$25M for a 2023 TIRCP grant through the High Priority Grade Crossing Improvements and Separation Program.
- City of Los Angeles and Burbank authorized additional field surveys and geotechnical work.

Challenges/Risks:

- Obtaining construction funding for segments 1, 2, 3 and 4.



Lone Hill to White Double Track

Design Phase <u>Budget</u>	Available <u>Funding</u>	Total Project <u>Forecast</u>	Forecast <u>Completion</u>	Percent Complete <u>(Design)</u>
\$19M	\$19M	\$230M - \$288M	2028	65%

Cost: Revised project total based upon updated cost estimate reflecting current market conditions consistent with best practices.

Schedule: July 2023 Board approved design phase completion in FY25.

Mitigation Measures: Staff will continue to seek construction funding.

Accomplishments: Secured design concurrence on San Dimas Canyon Road crossing. Value Engineering design changes that significantly reduce construction costs.

Challenges/Risks:

- Securing a \$211M funding gap to proceed forward with construction schedule.
- Potential betterments as cities can elect not to proceed with quiet zone-ready infrastructure and request soundwalls.

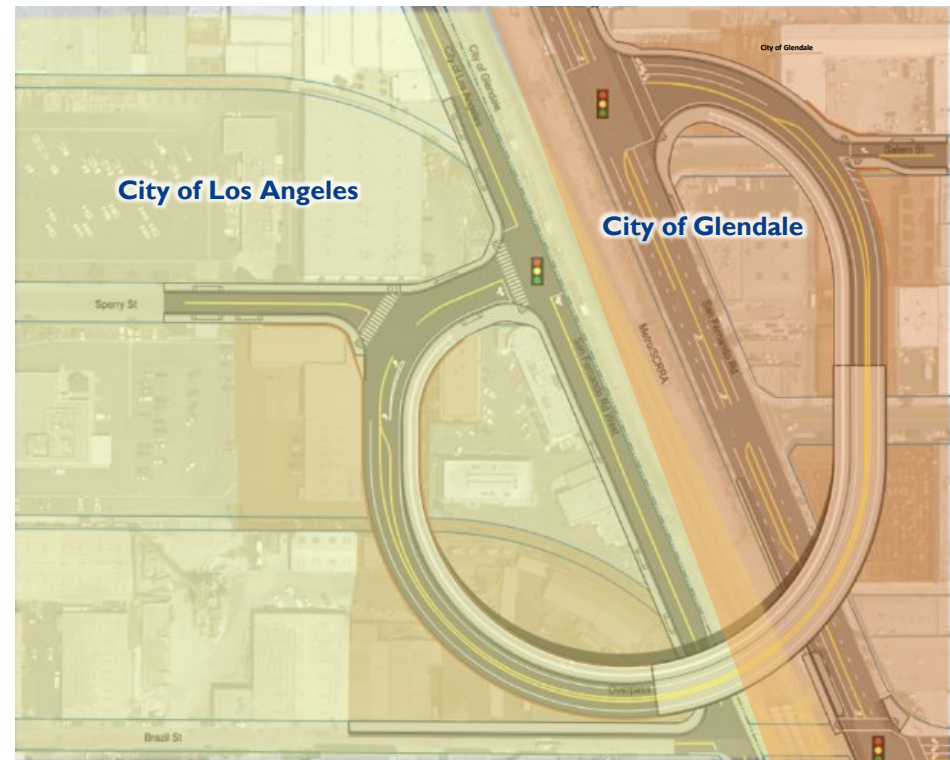


Doran and Broadway/Brazil Grade Separation Project

Design Phase <u>Budget</u>	Available <u>Funding</u>	Total Project <u>Forecast</u>	Forecast <u>Completion</u>	Percent Complete <u>(Design)</u>
Phase A \$9M	\$68M	\$68M	2028	95%
Phase B \$11M	\$11M	\$186M -250M	2030	60%



Doran Street Grade Separation (Phase A)



Salem/ Sperry Overpass (Phase B)

Doran and Broadway/Brazil Grade Separation Project

Cost: Revised project total based upon updated cost estimate reflecting current market conditions consistent with best practices. Phase A: \$67.9M, Phase B: \$186.1-\$250.1M

Schedule: July 2023 Board approved dividing project into two construction segments.

Mitigation Measures: Continue to seek construction funding for Phase B construction of the Salem/Sperry Overpass. Meet with City of Los Angeles to discuss project betterment requests.

Accomplishments:

- Securing \$38.3M in grant funding through the Railroad Crossing Elimination Program.
- Securing \$21.3M in grant funding through the 2023 TIRCP in the High Priority Grade Crossing and Separations program to fully fund the Phase A construction for the Doran Street Grade Separation.

Challenges/Risks:

- Obtaining Army Corps, Caltrans and City design approvals for Phase A.
- Begin construction for Phase A improvements, Doran Street Grade Separation, by 2026.

Doran Street Active Transportation Project

Design Phase <u>Budget</u> \$3M	Available <u>Funding</u> \$3M	Total Project <u>Forecast</u> \$15M - \$18M	Forecast <u>Completion</u> 2027	Percent Complete <u>(Design)</u> 15%
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Cost: No Change.

Schedule: One year to complete design build procurement documents.

Mitigation Measures: Issue task order by FY24 Q3 to prepare bidding documents.

Accomplishments:

- Caltrans approved agreement for their design support and permit reviews.

Challenges/Risks:

- Obtaining \$25M in construction funding.
- Delays in permit approvals and design build procurement.



C Line Platform Extensions

Preconstruction <u>Phase Budget</u>	Available <u>Funding</u>	Current Forecast <u>LOP Budget</u>	Forecast <u>Completion</u>	Percent Complete <u>(Design)</u>
\$10M	\$26M	\$90M - \$100M	Spring 2027	0%



C Line Platform Extensions

Cost: The project is in the conceptual stage of defining all the items that are required to be completed.

Schedule: The current requested completion date is to have the stations expansion completed in spring of 2028. Metro is still evaluating the feasibility of meeting this schedule.

Mitigation Measures: No mitigation measures at this time.

Accomplishments:

- Initiated engineering evaluation to determine if seismic upgrades are necessary due to code changes since constructed
- Initiated engineering evaluation to determine if additional egress capacity is necessary at stations
- Preparing work order for engineering bench contractor.

Challenges/Risks:

- Determine what can be built within the available budget.
- Develop a design to a level that allows the project to continue construction during single-track operations.
- Complete the project within proposed timeline.

Install 2 Traction Power Substation (TPSS) on the K Line

Preconstruction
Phase Budget
\$10M

Available
Funding
\$26M

Current Forecast
LOP Budget
\$20M - \$40M

Forecast
Completion
Spring 2027

Percent Complete
(Design)
0%



Install 2 Traction Power Substation (TPSS) on the K Line

Cost: The project is to design, procure, install and test 2 Traction Power Substations (TPSS) on the K-line (Crenshaw Line).

Schedule: The current completion date is anticipated to be complete by Winter 2027. Metro is still evaluating the feasibility of meeting this schedule.

Mitigation Measures: No mitigation measures at this time.

Accomplishments:

- Issued work order to start work on TPSS 30% design.

Challenges/Risks:

- Complete a design package to a level to allow the project to bid by winter 2024.
- Assure new TPSS can be integrated into the existing system.
- Complete the project by the Winter of 2027.



PROJECTS IN CLOSEOUT

Regional Connector Transit Project

Original
LOP
\$1,420M

Current
LOP
\$1,756M

Current Forecast
LOP
\$1,756M

Forecast
Completion
June 2023

Percent
Complete
100%



Regional Connector Transit Project

Cost: No anticipated increase in LOP. Project Management team working through contractor claims.

Schedule: Revenue Service Date - June 16, 2023.

Project Closeout: Project in closeout phase and working through remaining punch list items. Project looks to complete street restoration by Winter.

Challenges/Risks:

- Resolution of remaining contractual disputes with contractor.

Eastside Access Improvements Project

<u>Original LOP</u>	<u>Current LOP</u>	<u>Current Forecast</u>	<u>Forecast Completion</u>	<u>Percent Complete</u>
\$30M	\$30M	\$30M	Spring 2024	95%

Cost: There is potential for cost increases of Segment 2 work contracted with the Regional Connector.

Schedule: C1207 work completed December 2023, C980 work to be completed May 2024.

Mitigation Measures:

- EAIP Team is coordinating with the Regional Connector Team for the Segment 2 work as there is potential for changes related to the work the Regional Connector Constructor is performing under C0980 Mod 218 based on the RFIs that have been generated.
- EAIP Team is working with the City of LA to expedite the review and approval of as-built drawings.

Accomplishments:

- 100% of Contract C1207 work – Segments 1, 3, 4, 5, 6 and 7 – is complete. This includes all bike lanes, pedestrian/ADA improvements, LED street lighting improvements, and mid-block crosswalk and traffic signals.
- City of LA started the review of C1207 as-built drawings.

Challenges/Risks:

- Segment 2 work still in progress; potential for change notices and contract modifications for Regional Connector Contractor exists.
 - May need to add funds and extend the period of performance of the design support contract if the City of LA review of as-built drawings is not done on a timely basis.
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