



**Metro**

*Watch online: <http://boardagendas.metro.net>  
Listen by phone: Dial 888-251-2949 and enter Access Code:  
8231160# (English) or 4544724# (Español)*

**Agenda - Final**

**Thursday, April 21, 2022**

**12:00 PM**

To give written or live public comment, please see the top of page 4

## **Executive Management Committee**

*Hilda Solis, Chair*

*Ara Najarian, Vice Chair*

*Eric Garcetti, 2nd Vice Chair*

*James Butts*

*Sheila Kuehl*

*Tim Sandoval*

*Tony Tavares, non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

**METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES**  
(ALSO APPLIES TO BOARD COMMITTEES)

**PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board must be submitted electronically using the tablets available in the Board Room lobby. Individuals requesting to speak will be allowed to speak for a total of three (3) minutes per meeting on agenda items in one minute increments per item. For individuals requiring translation service, time allowed will be doubled. The Board shall reserve the right to limit redundant or repetitive comment.

The public may also address the Board on non agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for one (1) minute during this Public Comment period or at the discretion of the Chair. Speakers will be called according to the order in which their requests are submitted. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

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

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

**CONDUCT IN THE BOARD ROOM** - The following rules pertain to conduct at Metropolitan Transportation Authority meetings:

**REMOVAL FROM THE BOARD ROOM** The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

**INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD**

Agendas for the Regular MTA Board meetings are prepared by the Board Secretary and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded and is available at [www.metro.net](http://www.metro.net) or on CD's and as MP3's for a nominal charge.

## DISCLOSURE OF CONTRIBUTIONS

The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding before an agency involving a license, permit, or other entitlement for use, including all contracts (other than competitively bid, labor, or personal employment contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$250 made within the preceding 12 months by the party, or his or her agent, to any officer of the agency, additionally PUC Code Sec. 130051.20 requires that no member accept a contribution of over ten dollars (\$10) in value or amount from a construction company, engineering firm, consultant, legal firm, or any company, vendor, or business entity that has contracted with the authority in the preceding four years. Persons required to make this disclosure shall do so by filling out a "Disclosure of Contribution" form which is available at the LACMTA Board and Committee Meetings. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

## ADA REQUIREMENTS

Upon request, sign language interpretation, materials in alternative formats and other accommodations are available to the public for MTA-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72 hours) in advance of the scheduled meeting date. Please telephone (213) 922-4600 between 8 a.m. and 5 p.m., Monday through Friday. Our TDD line is (800) 252-9040.

## LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 922-4600 or (323) 466-3876. Live Public Comment Instructions can also be translated if requested 72 hours in advance.



**323.466.3876**

x2 *Español (Spanish)*

x3 *中文 (Chinese)*

x4 *한국어 (Korean)*

x5 *Tiếng Việt (Vietnamese)*

x6 *日本語 (Japanese)*

x7 *русский (Russian)*

x8 *Հայերէն (Armenian)*

## HELPFUL PHONE NUMBERS

Copies of Agendas/Record of Board Action/Recordings of Meetings - (213) 922-4880 (Records Management Department)

General Information/Rules of the Board - (213) 922-4600

Internet Access to Agendas - [www.metro.net](http://www.metro.net)

TDD line (800) 252-9040

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

**Live Public Comment Instructions:**

Live public comment can only be given by telephone.

The Committee Meeting begins at 12:00 PM Pacific Time on April 21, 2022; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-251-2949 and enter  
English Access Code: 8231160#  
Spanish Access Code: 4544724#

***Public comment will be taken as the Board takes up each item. To give public comment on an item, enter #2 (pound-two) when prompted. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.***

**Instrucciones para comentarios publicos en vivo:**

Los comentarios publicos en vivo solo se pueden dar por telefono.

La Reunion de la Junta comienza a las 12:00 PM, hora del Pacifico, el 21 de Abril de 2022. Puedes unirme a la llamada 5 minutos antes del comienzo de la junta.

Marque: 888-251-2949 y ingrese el codigo  
Codigo de acceso en ingles: 8231160#  
Codigo de acceso en espanol: 4544724#

***Los comentarios del público se tomaran cuando se toma cada tema. Para dar un comentario público sobre una tema ingrese # 2 (Tecla de numero y dos) cuando se le solicite. Tenga en cuenta que la transmisión de video en vivo se retrasa unos 30 segundos con respecto a la reunión real. No hay retraso en la línea de acceso telefónico para comentarios públicos.***

**Written Public Comment Instruction:**

Written public comments must be received by 5PM the day before the meeting. Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."

Email: BoardClerk@metro.net

Post Office Mail:

Board Administration

One Gateway Plaza

MS: 99-3-1

Los Angeles, CA 90012

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

- 40. SUBJECT: LOW INCOME FARE IS EASY (LIFE) PROGRAM  
ADMINISTRATOR SERVICES**

[2022-0127](#)**RECOMMENDATION:**

AUTHORIZE the Chief Executive Officer to:

- A. EXECUTE Modification No. 1 to Contract No. PS6056400A with FAME Assistance Corporation (FAME) for Administration of Metro's LIFE program for the Southwest and Northwest Service Regions in the amount of \$965,932, increasing the total contract value from \$2,991,965.01 to \$3,957,897.01, for the remaining two years of the contract; and
- B. EXECUTE Modification No. 1 to Contract No. PS6056400B with the International Institute of Los Angeles (IILA) for Administration of Metro's LIFE program for the Southeast Service Region in the amount of \$467,085, increasing the total contract value from \$1,605,248 to \$2,072,333, for the remaining two years of the contract.

**Attachments:**      [Attachment A - Procurement Summary](#)  
[Attachment B - Modification Change Order Log](#)  
[Attachment C - DEOD Summary](#)  
[Attachment D - Motion 40](#)

- 16. SUBJECT: METRO BIKE SHARE CONTRACT EXTENSION AND  
REPLENISHMENT**

[2022-0150](#)**RECOMMENDATIONS**

AUTHORIZE the Chief Executive Officer to:

- A. EXECUTE Modification No. 11 to Contract No. PS272680011357 with Bicycle Transit Systems (BTS) to extend the contract period of performance by 12 months through July 30, 2023, purchase new bicycles to replenish and stabilize the on-street bicycle fleet, purchase and install GPS equipment, and maintain a 10% inventory, to ensure a consistent on-street fleet for the duration of this contract, in the amount of \$15,250,213, increasing the total contract value from \$95,343,861 to \$110,594,074; and
- B. ESTABLISH a Capital project with a \$2 million Life of Project (LOP) value in support of the purchase of Metro Bike Share (MBS) equipment, including bicycles, GPS equipment, and other associated equipment and materials.

---

**Attachments:**      [Attachment A - Metro Bike Share Board Motion No. 41](#)  
[Attachment B - Metro Board Report March 2022 \(Item 2021-0812\)](#)  
[Attachment C - Procurement Summary](#)  
[Attachment D - Contract Modification/Change Order Log](#)  
[Attachment E - DEOD Summary](#)

(ALSO ON FINANCE, BUDGET, AND AUDIT COMMITTEE)

- 41. SUBJECT:      PROJECT LABOR AGREEMENT/CONSTRUCTION      [2022-0166](#)**  
**CAREERS POLICY (PLA/CCP)**

**RECOMMENDATION**

RECEIVE AND FILE status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending December 2021, including updates on female participation.

**Attachments:**      [Attachment A - PLA/CCP Quarterly Brochure](#)  
[Attachment B - Women in the Trades Resource Guide](#)  
[Presentation](#)

- 42. SUBJECT:      STATE AND FEDERAL REPORT      [2022-0184](#)**

**RECOMMENDATION**

RECEIVE AND FILE April 2022 State and Federal Legislative Report.

- SUBJECT:      GENERAL PUBLIC COMMENT      [2022-0237](#)**

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 #:** 2022-0127, **File Type:** Contract

**Agenda Number:** 40.

**EXECUTIVE MANAGEMENT COMMITTEE  
APRIL 21, 2022**

**SUBJECT: LOW INCOME FARE IS EASY (LIFE) PROGRAM ADMINISTRATOR SERVICES**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION:**

AUTHORIZE the Chief Executive Officer to:

- A. EXECUTE Modification No. 1 to Contract No. PS6056400A with FAME Assistance Corporation (FAME) for Administration of Metro’s LIFE program for the Southwest and Northwest Service Regions in the amount of \$965,932, increasing the total contract value from \$2,991,965.01 to \$3,957,897.01, for the remaining two years of the contract; and
- B. EXECUTE Modification No. 1 to Contract No. PS6056400B with the International Institute of Los Angeles (IILA) for Administration of Metro’s LIFE program for the Southeast Service Region in the amount of \$467,085, increasing the total contract value from \$1,605,248 to \$2,072,333, for the remaining two years of the contract.

**ISSUE**

At its meeting of September 25, 2019, the Metro Board of Directors approved the award of competitively procured contracts PS6056400A and PS6056400B, effective January 1, 2020, with FAME and IILA respectively, to provide program administration and oversight activities of the countywide LIFE program. Each organization has specific responsibility over Metro designated geographic regions within the county.

At its meeting of September 23, 2021, the Metro Board adopted Motion 40 (Attachment C) to, among other things, promote a doubling of enrollment in Metro’s LIFE program. To achieve this goal, program administrators have significantly increased current resources towards this objective. While remaining within the scope of the original contract, this increase in the required level of effort to comply with the goal of the Board is consuming personnel and other resources at a rate greater than originally planned or anticipated.

**DISCUSSION**

In response to the Board motion, staff has worked to support the doubling of LIFE program enrollment through a number of supportive vehicles that increased access to the program, ease of application to the patron, and provided among the largest incentive to enrollment in the program's history. These improvements included:

- The development of an on-line portal that allows potential enrollees to submit applications through any internet connected device. These applications are routed to the administrators for review, and, if approved, LIFE database entry.
- The revision of program guidelines to allow an individual to "self-certify" with respect to qualifying level of income.
- The elimination of the requirement that an individual applying for the program present a currently valid TAP card. Under the new guidelines, if a potential enrollee does not have a TAP card, they may indicate so on the application and one is provided.
- The development of a 90-day, region wide pass, good for unlimited trips on any one of the 13 LIFE program participating transit operators for all new program enrollees.
- The application of the full LIFE discount to Metro's 50% promotional fare reduction beginning January 10, 2022.
- Metro directed and administrator staffed in person, pop up events at major transit centers, community events, and other locations.
- Marketing, outreach and promotional activities designed to increase program awareness and attract new enrollees.
- Significant improvements to the LIFE program website to ease access to information.
- The expansion of locations that an individual may submit a program application including Metro Customer Service Centers among others.
- Exploring opportunities with Los Angeles County social service agencies to connect and highlight the LIFE program with their respective constituencies.

Combined, the efforts above have led to:

- an increase of over 38,471 enrollees in the program since mid-October, representing 42.2% towards attainment of the Board's goal of doubling enrollment and brings the total LIFE program participants to 128,136.
- Average LIFE enrollments per week are currently 2,187 that is an 37% increase in weekly enrollments compared to average enrollments before COVID
  - 55% of new enrollments submitted through the new online application/portal
  - 38% of applications submitted via self-certification; and
- More than 55% of new applicants issued a TAP card.

The contract modification will increase the staffing level at FAME by eight and at IILA by three full-time staff. The new full-time staff will collectively work to assist in delivering expanded services, reviewing, evaluating, and processing applications through in-person enrollment and online portal applications that require the same level of processing support as paper applications. Staff will also be attending outreach events, providing bilingual/multi-lingual support as well as responding to an increase in community inquiries. On average, administrators now receive over 100 -150 phone or email inquiries per day, a 60% increase from the previous level of inquiries. Staff further expects



---

recent increases in the program to continue as awareness of the program by individuals continues to expand, and riders seek to take advantage of the incentives of program enrollment.

As an example, an enrollee in the LIFE program, upon expiration of their 90-day new enrollee incentive pass, can apply the full LIFE discount to a 50%-off regular 30-day Metro pass for a final discounted pass price of \$26 - Less than \$1 a day for unlimited trips on Metro Bus and Rail transit through the end of June.

### **CONTRACT MODIFICATION**

Staff is seeking approval for contract modifications to reflect increased administrator levels-of-effort to accommodate:

- Significant current and expected future program enrollment activities by FAME and IILA, through both in person enrollments and the greatly expanded on-line portal applications. At the time of initial contract award, the on-line portal was not envisioned.
- Administrator attendance at Metro directed outreach, or pop-up events that require additional administrator staff including interpreters.
- Mailing and postage requirements for those individuals requesting a TAP card
- Future income verification for enrollees using the self-certification process of income levels.

### **DETERMINATION OF SAFETY IMPACT**

Metro Board adoption of staff recommendation would have no adverse impact on Metro or the regional transit system's safety

### **FINANCIAL IMPACT**

The approval of the staff recommendation will have a modest financial impact over the life of the contract as a result of seeking double the number of LIFE program enrollees in a 15 month period.

#### **Impact to Budget**

As a result of decreased activity due to the COVID-19 pandemic, there is sufficient FY22 budget within the LIFE Program to absorb expenses generated by these two contracts prior to June 30, 2022. Upon Board approval of the recommendation, staff will ensure FY23 budget is sufficient to cover for these contract expenses within the LIFE Program.

### **EQUITY PLATFORM**

The proposed action would provide needed capacity for the contracted LIFE program administrators that have significantly advanced progress towards the Board's goal to double enrollment in the LIFE program. Community outreach from trusted service providers is critical to informing lower income riders of the program's benefits and facilitating access to these benefits. As the median annual

---

income of Metro's bus riders is less than \$18,000, reducing barriers to the LIFE program will alleviate significant transportation cost burdens for many system riders.

Adoption of the staff recommendation and the work of our program directly support increased access and mobility for low income individuals throughout Los Angeles County.

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

Adoption of staff recommendation supports Strategic Plan Goal 3 to: Enhance communities and lives through mobility and access to opportunity.

### **ALTERNATIVES CONSIDERED**

The Board could choose to not approve to increase resources for LIFE program administration. Staff does not recommend such an action. In order to achieve the Board directed goal of doubling enrollment in the LIFE program, program administrators are the key community partner in the achievement of this goal. As non-profit, community based organizations, neither FAME nor IILA has the capital resources to sustain this increased level of effort without appropriate commitment from Metro.

### **NEXT STEPS**

Upon Board approval, staff will execute the contract modifications and continue to work with our administrator partners to achieve the Board directed goal of doubling enrollment in the LIFE Program.

### **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - Contract Modification/Change Order Log  
Attachment C - DEOD Summary  
Attachment D - Board Motion #40

Prepared by:

Armineh Saint, Director Budget, LIFE Project Manager (213) 922-2369

Reviewed By:

Elba Higueros, Deputy Chief of Staff, (213) 922-6820  
Debra Avila, Deputy Chief, Vendor/Contract Management, (213) 418-3051  
Nicole Englund, Chief of Staff, (213) 922-7950



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

**LOW INCOME FARE IS EASY (LIFE) PROGRAM ADMINISTRATOR SUPPORT  
SERVICES / PS6056400A, PS6056400B**

1.	<b>Contract Numbers:</b> A: PS6056400A B) PS6056400B		
2.	<b>Contractors:</b> A: FAME Assistance Corporations (Southwest Region and Northwest Region) B) International Institute of Los Angeles (Southeast Region)		
3.	<b>Mod. Work Description:</b> Increase contract value to expand enrollment and participation in LACMTA's Low Income Fare is Easy (LIFE) Program.		
4.	<b>Contract Work Description:</b> LIFE Program Administrator Services		
5.	<b>The following data is current as of:</b> 3/4/22		
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	09/18/19	<b>Contract Award Amounts:</b> A: \$2,991,965.01 B: \$1,605,248
	<b>Notice to Proceed (NTP):</b>	09/26/19	<b>Total of Modifications Approved:</b> \$0
	<b>Original Complete Date:</b>	06/30/22	<b>Pending Modifications (including this action):</b> A: \$965,932 B: \$467,085
	<b>Current Est. Complete Date:</b>	06/30/22	<b>Current Contract Value (with this action):</b> A: \$3,957,897.01 B: \$2,072,333
7.	<b>Contract Administrator:</b> Ernesto N. De Guzman		<b>Telephone Number:</b> (213) 922-7267
8.	<b>Project Manager:</b> Armineh Saint		<b>Telephone Number:</b> (213) 922-2369

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 1 for Contract Nos. PS6056400A and PS6056400B to allow both contractors to increase their levels of effort to expand participation in the LACMTA LIFE Program as directed by Board Motion 40 approved on September 23, 2021.

No modifications have been previously issued for either Contract.

**B. Cost/Price Analysis**

The recommended price(s) have been determined to be fair and reasonable based upon technical evaluation, cost analysis, and negotiations.

Contract No. PS6056400A

<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
\$965,932	\$965,932	\$965,932

Contract No. PS6056400B

<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
\$467,085	\$467,085	\$467,085

## CONTRACT MODIFICATION/CHANGE ORDER LOG

LOW INCOME FARE IS EASY (LIFE) PROGRAM ADMINISTRATOR SUPPORT  
SERVICES

PS6056400A

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>\$ Amount</b>
1	Additional level of effort	Pending	Pending	\$965,932
	<b>Modification Total:</b>			\$965,932
	<b>Original Contract:</b>	Approved	2/28/19	\$2,991,965.01
	<b>Total:</b>			\$3,957,897.01

PS6056400B

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>\$ Amount</b>
1	Additional level of effort	Pending	Pending	\$467,085
	<b>Modification Total:</b>			\$467,085
	<b>Original Contract:</b>	Approved	2/28/19	\$1,605,248
	<b>Total:</b>			\$2,072,333

**DEOD SUMMARY**

**LOW INCOME FARE IS EASY (LIFE) PROGRAM ADMINISTRATOR SUPPORT  
SERVICES / PS6056400A, PS6056400B**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not establish a Small Business Enterprise (SBE) goal for this solicitation due to the lack of subcontracting opportunities available for small businesses as the community-based organizations will perform the work with their own workforces.

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

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

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**D. 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 #:** 2021-0627, **File Type:** Motion / Motion Response**Agenda Number:** 40.

---

**REVISED**  
**REGULAR BOARD MEETING**  
**SEPTEMBER 23, 2021****Motion by:****DIRECTORS MITCHELL, SOLIS, GARCETTI, SANDOVAL, BONIN, AND DUPONT-WALKER**

Related to Item 35: Fareless System Initiative (FSI)

Effective March 23, 2020, former LA Metro CEO Phil Washington ordered that all passengers shall board the rear door when entering an LA Metro bus and, accordingly, removed the requirement for bus passengers to use the fare box. This practice was established to reduce the risk of COVID-19 transmissions on transit and to protect transit operators at the front of the bus from potential exposure to COVID-19. While put in place as a health pandemic response, this practice has been one of the most effective strategies in our region to respond to the economic pandemic our communities face.

Riders and community advocates quickly embraced LA Metro's fare free bus service and in August 2020, CEO Washington announced the formation of the Fareless System Initiative (FSI) Task Force to study the potential for continuing fare-free service as a recovery strategy to continue after the pandemic. The Task Force's research confirmed what riders already know; that LA Metro's riders are overwhelmingly low-income people of color for whom transit fares are an economic burden and for whom fare enforcement perpetuates racial disparities. Furthermore, the Task Force found that a fareless system would grow ridership and help the region meet its mobility, congestion reduction, and sustainability goals more effectively than almost any other LA Metro initiative. Buoyed by these findings, on May 27, 2021, the Board directed staff to proceed with FSI, subject to a final financial plan, which is before the Board for consideration today.

The financial plan identifies funding for free student passes as Phase 1 of FSI. Staff has moved quickly to build on the previously existing U-Pass program to expand free student passes to students in every participating school district throughout the county. However, the financial plan does not identify the funding needed to move forward and launch Phase 2 of FSI, which would serve all low-income riders. In the interim, staff proposes to build on the existing LIFE Program as a first step toward FSI Phase 2, until additional funding can be secured.

Increasing enrollment in the LIFE Program is an important interim step for an expansion of FSI. If implemented, it will create a pre-qualified pool of applicants for FSI Phase 2. While enrollment has grown since its launch in 2019, the LIFE Program still falls far short of its intended impact, largely due



to intimidating, restrictive, and tedious enrollment barriers. The current LIFE Program design will require an overhaul to meet the needs of eligible low-income riders. Namely, the LIFE Program must be far easier to enroll in, more accessible, easier to pay for, and truly affordable for low-income riders.

Our communities are still faced with a dual economic and health pandemic that racial and economic inequalities have further exacerbated. Programs across this region-created to support families in need-will be expiring later this year, despite evidence that these programs have collectively spurred a record drop in poverty (as much as half according to the Urban Institute). Costs will quickly escalate for families, many of whom are still unemployed, taking care of children and loved ones at home, and paying off rental debt. LA Metro must do more to prevent the resumption of fares from exacerbating economic distress among economically vulnerable people in our communities. Removing financial barriers for those who cannot afford transportation creates a lifeline for those who need access to essential travel.

Revamping the LIFE Program will alleviate the impact of fares on low-income riders while preparing LA Metro to implement FSI Phase 2.

**SUBJECT: AMENDMENT TO FARELESS SYSTEM INITIATIVE (FSI)**

**RECOMMENDATION**

APPROVE Motion by Mitchell, Solis, Garcetti, Sandoval, Bonin, and Dupont-Walker that the Board direct the Chief Executive Officer to:

- A. Develop a plan to double the number of LIFE Program enrollees by the end of 2022.
- B. Expedite a streamlined application system that enables on-the-spot enrollment and the immediate issuance of LIFE Program benefits through a process that allows applicants to self-certify qualification in the program. Applicants should attest that their information and eligibility in the program is accurate under penalty of fine.
- C. Ensure the fare capping pilot approved by the Board in March 2021 applies to LIFE Program participants.
- D. Expand partnerships with local, state, and federal public benefit programs to automatically enroll members in LIFE upon qualification.
- E. Partner with community-based organizations to canvass LA Metro buses and trains to enroll qualifying riders.
- F. Provide three months of fareless transit to new enrollees as an incentive to enrollment, beginning upon the resumption of fare collection.
- G. Evaluate whether qualified applicants can enroll in the LIFE Program with the next generation of touch screen TAP Vending Machines.

WE, FURTHER MOVE, that the Board direct the Chief Executive Officer to:

- H. Continue the current boarding practices until prospective participants can enroll-on-the spot and self-certify their eligibility, with no less than 90 days for promotion and 45 days for enrollment before fare collection resumes. The resumption of fare collection should also be subject to a 45-day awareness-building period that fares collection will resume as detailed in Attachment I of the September 2021 FSI report (Board File 2021-0574).
- I. Return to the Board in January 2022 with an update on LIFE Program changes.
- J. Conduct a LIFE Program evaluation - in partnership with community-based organizations -- to:
  - 1. Develop additional strategies that support the enrollment of new participants in the LIFE Program.
  - 2. Survey and convene current and prospective LIFE Program enrollees on how well the current program meets the needs of eligible applicants.
  - 3. Review current benefit levels and recommend changes, as appropriate.

**BONIN AMENDMENT:**

I would like Metro staff to come back to us in your next report with a more reasonable evaluation of the benefits and costs of going truly fareless. This analysis needs to consider:

- A. A phased approach that winds down contracts rather than breaching them.
- B. The cost of anticipated upgrades and maintenance of our fare collection system that could be avoided.
- C. Realistic ridership and fare revenue forecasts that take into account actual ridership trends, use today's ridership as a baseline, and factor in already Board-approved discounts, including today's actions.
- D. Operational savings from reduced bus dwell times and reduced staff needs for fare collection and enforcement.
- E. Validating cost assumptions from munis.
- F. Looking more holistically at Access Services, including potential savings from Federal waivers and coordination with Microtransit; and
- G. Look at universal \$26 pass proposal from Bus Riders Union.

**KUEHL AMENDMENT:**

Report back on the communication plan.



**Board Report**

**File #:** 2022-0150, **File Type:** Contract

**Agenda Number:** 16.

---

**FINANCE, BUDGET AND AUDIT COMMITTEE  
APRIL 20, 2022**

**EXECUTIVE MANAGEMENT COMMITTEE  
APRIL 21, 2022**

**SUBJECT: METRO BIKE SHARE CONTRACT EXTENSION AND REPLENISHMENT**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATIONS**

AUTHORIZE the Chief Executive Officer to:

A. EXECUTE Modification No. 11 to Contract No. PS272680011357 with Bicycle Transit Systems (BTS) to extend the contract period of performance by 12 months through July 30, 2023, purchase new bicycles to replenish and stabilize the on-street bicycle fleet, purchase and install GPS equipment, and maintain a 10% inventory, to ensure a consistent on-street fleet for the duration of this contract, in the amount of \$15,250,213, increasing the total contract value from \$95,343,861 to \$110,594,074; and

B. ESTABLISH a Capital project with a \$2 million Life of Project (LOP) value in support of the purchase of Metro Bike Share (MBS) equipment, including bicycles, GPS equipment, and other associated equipment and materials.

**ISSUE**

The Board of Directors approved Motion Item No. 41 “Improving the Effectiveness and Sustainability of Metro Bike Share” in December 2021 (Attachment A). Directive A of the motion requires staff to develop an action plan to stabilize the current fleet size. Directive C of the motion requires that staff develop a plan to provide uninterrupted bike share service as the next iteration of the MBS program is determined and executed.

The recommendations address both directives by purchasing bicycles to stabilize the bike share fleet, establishing an ongoing replenishment plan, and extending the current MBS contract by a period of 12 months to provide uninterrupted service while a new regional bike share model is developed in collaboration with stakeholders.

**BACKGROUND**

The MBS program was launched in July 2016 in partnership with the City of Los Angeles. It continues to provide a service to Los Angeles County residents with more than 200 stations located in the Downtown Los Angeles, Central Los Angeles, Hollywood, Westside, and North Hollywood service areas. The program recently completed the conversion of the North Hollywood service area from a Smart dockless system to a Classic docked system and relaunched service in March 2022. With this change, the program now offers one seamless system that is compatible between service areas. To date, over 1.3 million trips have been taken, 4.4 million miles have been traveled, and 4.2 million pounds of CO2 have been averted.

As impacts from COVID have decreased, the program is seeing improvements overall. Monthly data comparing February 2021 to February 2022 shows that ridership increased by 36% (12,596 vs. 18,451). The number of passholders also increased overall. For example, there were 47% more 30-Day members and 25% more 1-Ride users in February 2022 than in February 2021. Although the system expanded to Hollywood in 2021, the number of stations was similar due to the temporary shutdown of North Hollywood for the conversion. These measures provide a high-level overview of the program.

## **DISCUSSION**

The Metro Bike Share motion passed by the Metro Board of Directors in December 2021, directs staff to take a series of actions focused on stabilizing the current program and preparing for the next iteration of bike share in Los Angeles County. In March 2022, staff submitted a response to the motion (Attachment B) that outlined several actions addressing all six Directives (A) - (F). Included in the response for the development of the next MBS model and to better understand current operations, staff will be reviewing and updating performance metrics as needed to better monitor and manage the program. Metrics will cover categories such as ridership, cost, demographics, loss/theft and other key performance criteria. Examples under consideration include bike and station utilization, cost per ride, lost bike recovery rate, reduced fare media utilization, etc. This report recommends actions specifically in response to Directive (A) and Directive (C). These recommendations address the stabilization of the current MBS program as staff works with regional stakeholders to develop the next MBS model consistent with the December 2021 motion.

### **Directive (A)**

*(A) An action plan to stabilize the current fleet size including actions for how to identify, prioritize, and address new mechanisms of theft as they arise.*

As presented in the MBS March 2022 Receive and File response, staff is recommending the purchase of new bicycles, GPS equipment and the establishment of a 10% inventory to ensure the stability and consistency of the on-street MBS bicycle fleet size for the duration of this contract. In addition, to support the purchase of this equipment, a new Capital project with an LOP of \$2 million is requested.

- Purchase of New Bicycles

---

The purchase of the new bicycles will directly address the need to stabilize the bicycle fleet. Since launching the program, MBS has experienced a number of changes to the system - expansion to new service areas, reduction of service areas, introduction of dockless Smart bikes and the conversion of Smart bike installations in the Westside and North Hollywood back to traditional docked bicycle systems. As a result, over the years the MBS effective on-street fleet size has also fluctuated. The current effective fleet size, based on the industry dock-to-bike average of 2:1, is 1,800 bikes.

Currently, there are 1,480 bicycles that comprise the operational fleet which consist of on-street bikes and bikes in the warehouses awaiting deployment, available for rebalancing or under maintenance. In order to achieve and maintain an on-street fleet of 1,800 bicycles and maintain a 10% bicycle inventory for the duration of this contract, staff recommends a bike purchase of up to 735 bicycles. 500 bicycles will be purchased to restore the on-street fleet to 1,800 and establish the initial 10% inventory, the remaining 235 bicycles will be procured when needed to maintain the fleet and inventory size due to lost, stolen or damaged bikes.

The initial 500 bicycles to replenish the fleet will be comprised of 259 Converted 2.5 bicycles from Memphis, 201 Electric bikes and 40 Classic or 2.5 bikes that will be provided free of charge by the Contractor. The 235 as-needed bikes will consist solely of Electric bikes. These bikes will only be purchased when needed to ensure the stability and consistency of the on-street bike fleet. All bicycles will be equipped with GPS units to ensure greater visibility over the fleet and support missing/lost bicycle recovery efforts.

The distribution of the bicycles to be procured is in recognition of cost containment, future inventory availability and ridership impacts. Bike share programs are integrating more Electric bikes into their systems. The availability of the 259 bikes from Memphis is due to their program transitioning to an electric fleet. The current supplier of bikes to MBS has stated that they are transitioning to only support Electric bikes; thereby, limiting the future availability of Classic bikes. MBS data shows that Electric bikes, when available, experience over 9-times more use than Classic bikes. A recent report from the City of San Francisco concurred with this data by identifying that there was a spike in ridership with their deployment of Electric bikes. The purchase of Electric bikes will enable MBS to monitor and better understand the value of deploying these bikes. This information will be integrated into the final recommendations regarding the future deployment of the MBS program.

The recommendation also includes the establishment of a 10% inventory. This inventory will support the ability of the Contractor to swap out bikes that are undergoing routine maintenance and to replace missing, lost, stolen or damaged bikes. The bike share industry average for bikes lost, stolen or damaged ranges from 1% to 2% per month. While staff does anticipate losses due to theft, accidents, vandalism, and user neglect, as presented in the March 2022 Motion Response Work Plan, staff is actively working with the Contractor and other parties to reduce theft and increase recovery. MBS's goal is to contain the loss at less than 1% per month. The goal of the 10% inventory is to ensure a stable and consistent on-street fleet for the duration of this contract.

Per the MOU with the City of Los Angeles, the City will provide 50% of the funds in support of the

---

purchase of the bicycles. Staff has reviewed this item with the City of Los Angeles staff and has received their concurrence to proceed with the purchase.

- GPS Devices

The technology around GPS has evolved in the last several years, especially technology related to bicycle tracking systems. MBS implemented several GPS initiatives which had various levels of success. During the early years of the program, GPS initiatives proved to be either costly, limited in functionality, and/or did not increase bicycle retention or recovery rates.

The GPS solution that is recommended has been tested and has proven to be effective in increasing recovery rates. Since July 2021, the majority of Electric bikes with GPS that have gone missing have been recovered. Also, the Contractor has established an Asset Recovery team dedicated to monitoring GPS tracking information and deploying staff to recover bikes that are located per the GPS location. Staff recommends purchasing up to 800 GPS units for the existing bicycle fleet to ensure it is also equipped providing 100% GPS coverage for the entire bicycle fleet.

Per the MOU with the City of Los Angeles, the City will provide 50% of the funds in support of the purchase of the GPS units. Staff has reviewed this item with the City of Los Angeles staff and has received their concurrence to proceed with the purchase.

- Establish Capital Project and LOP

In order to move forward with the purchase of this equipment, staff recommends the establishment of a new Capital project with an LOP. This recommendation directly supports the ability to purchase the new bicycles and GPS equipment, management of the 10% inventory, and ongoing replenishment of the fleet. The LOP is inclusive of the cost to procure the initial 500 bikes, the GPS equipment and the 235 additional bikes to be procured as-needed for the duration of the contract.

### Directive (C)

*(C) A plan to provide uninterrupted service as the next iteration of the program is determined and executed.*

Directive C of Motion No. 41 requires the provision of ongoing service which requires staff to modify the current contract for Metro Bike Share operations and maintenance to continue providing the necessary services and ensure uninterrupted operation of MBS. The contract will be extended for a period of 12 months with a new expiration date of July 30, 2023. The extension will allow staff to implement the directives in Motion No. 41 and complete a new procurement process for the next bike share contract.

Per the MOU with the City of Los Angeles, the City will provide 65% of the funds in support of on-going operation and maintenance of MBS. Staff has reviewed this item with the City of Los Angeles and has received their concurrence to proceed with the extension.

## **DETERMINATION OF SAFETY IMPACT**

The Board action will not have a negative impact on the safety of Metro's patrons or employees. The Metro Bike Share program has demonstrated effectiveness in providing a mobility service to Los Angeles County residents.

## **FINANCIAL IMPACT**

Approval of the recommendation will authorize the creation of a Capital LOP for the replenishment of MBS in the amount of \$2 million for Capital purchases. The \$2 million project cost is included in FY23 Proposed Budget. If approved, the LOP will be added to Cost Center 4540, under a new Project.

### **Impact to Budget**

The funding sources for the BTS contract include bikeshare operating revenue, City of Los Angeles quarterly reimbursement, and Measure M 2% Active Transportation. The funding sources for replenishment of the fleet are Measure M 2% Active Transportation and Prop C 25% Streets and Highway, which are not eligible to fund bus and rail operating and capital expenditures.

## **EQUITY PLATFORM**

In support of Directives A and C, staff will proceed with the replenishment of the fleet, which if approved, would provide up to 735 additional bicycles to the on-street fleet. In addition, the contract will be extended for 12 months to provide ongoing, uninterrupted bike share services to Los Angeles County residents. Positive impacts for marginalized groups and improvements to equity outcomes are anticipated with the Board's approval of the recommended actions, which direct staff to increase the number of bikes available to users systemwide and to extend the contract term to continue offering bike share to all including residents from EFCs. Staff will be ensuring that new bikes are deployed equitably. Staff will review the EFC map and identify stations within these areas. Bikes will be deployed to these stations at a 2:1 dock to bike ratio and efforts will be made to prioritize deployment to these stations.

In addition, metrics for the program will include analyses of differences between EFC and non-EFC areas. These metrics will include ridership, passholders, bike deployment by station, distances between stations, CO2 reduction benefits, miles traveled, and trips taken. Information will also include additional user demographics, language translation availability, use of MBS by transit riders, and review of potential barriers to socioeconomic and marginalized groups (such as pricing and communications). Staff will work with OER to establish equity goals for the program which will be tracked and reported as part of staff's response to Motion No. 41.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommendation supports the following strategic plan goals:

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

### **ALTERNATIVES CONSIDERED**

The Board may choose to not authorize the requested actions. This alternative is not recommended as this would not be supportive of the Board motion and could impact the stability of the program, including the ability to provide uninterrupted MBS service. Increasing the fleet size would provide bicycles more widely and restore the on-street fleet to industry standards. GPS devices are needed to increase the recovery of missing bicycles and serve as a deterrent. In addition, if the BTS contract is not extended, Metro Bike Share operations would end July 31, 2022.

### **NEXT STEPS**

Upon Board approval, staff will execute Modification No. 11 to Contract No. PS272680011357 with BTS to extend the contract for 12 months and purchase the equipment and coordinate with OMB to establish a Capital LOP for the purchases of the bicycles and GPS equipment as well as initiate the process for amending the FY22 budget. Staff will continue working on other aspects of Motion No. 41.

### **ATTACHMENTS**

- Attachment A - Board Motion Item No. 41 (November/December 2021)
- Attachment B - Metro Board Report March 2022 (Item 2021-0812)
- Attachment C - Procurement Summary
- Attachment D - Contract Modification/Change Order Log
- Attachment E - DEOD Summary

Prepared by: Paula Carvajal-Paez, Senior Director, Operations, (213) 922-4258  
Ken Coleman, Deputy Executive Officer, Operations, (213) 922-2951  
Shahrzad Amiri, Acting Deputy Chief Operations Officer, (213) 922-3061

Reviewed by: Conan Cheung, Acting Chief Operations Officer, (213) 418-3034  
Debra Avila, Deputy Chief Vendor/Contract Management Officer, (213) 418-3051





Stephanie N. Wiggins  
Chief Executive Officer



## Board Report

File #: 2021-0743, File Type: Motion / Motion Response

Agenda Number: 41.

### EXECUTIVE MANAGEMENT COMMITTEE NOVEMBER 18, 2021

#### Motion by:

#### **DIRECTORS KREKORIAN, GARCETTI, KUEHL, AND SANDOVAL**

#### Improving the Effectiveness and Sustainability of Metro Bike Share

Metro Bike Share, a county-wide bike share program, launched in 2016. Since then, Metro has had over 3,300 bicycles in the system, consisting of a mix of Classic, Smart, and E-bikes.

Currently, Metro only has 38% of the total original fleet remaining in operation. Metro Bikes have been targets of theft, and rates of fleet loss ebb and flow as new methods of theft are discovered and addressed. The Metro Bike Share team has increased efforts to recover lost and stolen bicycles but this is not sustaining the fleet and the program does not have an established fleet replenishment strategy. As a result, fewer Metro Bikes are available for use, which degrades the quality of service available to the public.

Affordable, accessible public transportation and active transportation options such as Metro Bike Share are a cornerstone of meeting our region's climate goals. As local jurisdictions in the County continue expanding bicycle infrastructure and mobility options to meet climate goals and improve the quality of life for residents, a successful and sustainable Metro Bike Share program is more important than ever.

**SUBJECT: IMPROVING THE EFFECTIVENESS AND SUSTAINABILITY OF METRO BIKE SHARE**

#### **RECOMMENDATION**

APPROVE Motion by Directors Krekorian, Garcetti, Kuehl, and Sandoval that the Board direct the Chief Executive Officer to report back in 90 days on:

- A. An action plan to stabilize the current fleet size including actions for how to identify, prioritize, and address new mechanisms of theft as they arise.
- B. An action plan to address equitable access in the current program and in any future form of the program. This plan shall include recommendations on issues such as serving people who may be unbanked, addressing the digital divide, and keeping fare cost low.

- C. A plan to provide uninterrupted service as the next iteration of the program is determined and executed.
- D. A plan to convene an industry forum (as was performed for Metro Micro) to bring together academics, cities with existing bike share programs, community stakeholders, and industry experts to provide recommendations on advancing Metro Bike Share beyond the current contract in one of several forms including but not limited to:
1. Continuing Metro Bike Share as a contracted service,
  2. Operating the program In-house with Metro employees,
  3. A private-sector model with financial subsidy provided by Metro.
- E. Performing a market survey to identify best practices and business models among existing bike-share systems in the US, and comparable global systems (e.g., Paris, London, Barcelona, Madrid, and Mexico City), and to develop comparative data on subsidy cost per ride, total ridership, size of fleet, vehicle technology, theft and damage loss and prevention, and alternative financing sources like sponsorship and advertising.
- F. Recommendations for continuing and evolving the Metro Bike Share program to meet the goals of the agency, with countywide stakeholder engagement and consideration of cost-sharing, with the goal of expanding service area and local participation to all subregions in the County. These recommendations should include eligible local, state, and federal funding sources for capital and operations budgets, as well as legislative opportunities to expand such funding eligibility.



## Board Report

---

**File #:** 2021-0812, **File Type:** Contract

**Agenda Number:** 15.

---

**FINANCE AND BUDGET COMMITTEE  
MARCH 16, 2022**

**EXECUTIVE MANAGEMENT COMMITTEE  
MARCH 17, 2022**

**SUBJECT: METRO BIKE SHARE PROGRAM UPDATE**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE Motion Response Work Plan (Attachment A) to Board Motion Item No. 41 approved December 2021.

**ISSUE**

The Board of Directors approved Motion Item No. 41 “Improving the Effectiveness and Sustainability of Metro Bike Share” in December 2021 (Attachment B). The Motion directs staff to report back in 90 days. This report provides staff’s response.

**BACKGROUND**

The Metro Bike Share (MBS) program was launched in July 2016 in partnership with the City of Los Angeles and is in its fifth year of operation. It continues to provide a service to Los Angeles County residents with more than 200 stations located in the Downtown Los Angeles, Central Los Angeles, Westside, and North Hollywood service areas. MBS recently expanded and launched new service in Hollywood offering a total of 12 stations and a new mobility option for residents in this community. Both the Westside and the North Hollywood service areas, although initially launched as Smart systems, have now been converted to a Classic system. As MBS has grown, greater connectivity has been achieved between the service areas as well as an improved user experience. To date, a total of 1.3 million trips have been taken, 4.4 million miles have been traveled, and 4.2 million pounds of CO2 have been averted. In addition, the operator, Bicycle Transit Systems (BTS), has achieved its Disadvantaged Business Enterprise (DBE) commitment of 22.37% overall.

Over the last two COVID impacted years, MBS has continued to remain in full operation. However, as with other programs, ridership has been negatively impacted. Latest ridership figures from January 2022 show year-over-year improvement but are still lower than pre-COVID ridership. Sanitation protocols continue to be implemented as well as other guidelines as directed by the CDC and the Los Angeles County Public Health Department. Despite these challenges, in September

2021 MBS agreed to a one-year sponsorship deal with DoorDash valued slightly over \$1 million. The agreement includes placing DoorDash decals on bicycles and stations. The revenue obtained from this agreement will offset ongoing Operations and Maintenance (O&M) costs. Staff is coordinating with Metro Communications to support the continuation of sponsorship opportunities.

In addition, demographic data of MBS users is provided below. The data is from the MBS Annual Survey conducted in calendar years 2020 and 2021.

MBS Annual Survey - Demographic Data		2020	2021
Gender			
	Male	59.08%	57.82%
	Female	38.35%	40.26%
	Non-Binary	2.58%	2.03%
Race/Ethnicity			
	Caucasian/White	44.51%	47.79%
	African American	7.45%	14.59%
	Latinx/Hispanic	23.73%	19.01%
	Asian/Pacific Islander	18.82%	11.07%
	Native American	1.18%	3.62%
	Other	4.31%	3.92%
Income			
	\$24,999 or less	16.00%	14.35%
	\$25,000 - \$49,999	17.72%	20.02%
	\$50,000 - \$74,999	19.76%	24.20%
	\$75,000 and above	46.51%	41.53%
Age			
	16-24	9.67%	19.66%
	25-34	36.31%	47.37%
	35-49	33.08%	24.92%
	50 years and over	20.95%	8.06%

\*Multiple responses allowed

The current deployment of MBS represents Metro’s initial implementation of a regional bike share program. The deployment is accomplished primarily through the contract with BTS, which is in the final year of the 7-year term set to expire July 31, 2022.

**DISCUSSION**

MBS is currently deployed under its initial pilot implementation. While bike share was not a new service when MBS was launched, it was nevertheless the first deployment by Metro. As with many services and programs, the initial deployment provides many learning opportunities which have informed the program's direction. The points and directives contained in Board Motion No. 41 identify issues and challenges to be addressed by the program to ensure MBS's success in meeting the agency's sustainability and equity goals and the program's goals to increase utilization, growth, and regional mobility.

The Board's Metro Bike Share Motion includes directives (A) to (F) along with clarifying information. Overall, staff is proposing to address this Motion with a number of immediate, short-term and mid-term actions. The actions include work to be performed directly by staff as well as through contract/consultant services. Examples of staff actions include steps to replenish the bike fleet and ensure uninterrupted service. Staff is also actively engaged with the City of Los Angeles and has reached out to other parties who have expressed past interest and/or with whom MBS has routine dialog. Staff's goal is to identify and create a working group comprised of regional interested parties to assist with the review of MBS and the development of the final recommendations.

Staff is also proposing to use consultant services in response to the Board Motion. One immediate action is to modify an existing task order to support the Market Survey, planning/development of the Industry Forum and in identifying funding and/or legislative opportunities. In addition, staff is recommending that a consultant be secured to support the evaluation of MBS and assist in the development of the final recommendations as identified in Motion Directive F.

Staff has prepared the following update, addressing each of the directives identified in the Motion. A more detailed action plan is provided as Attachment A.

#### Board Motion Item No. 41

*(A) An action plan to stabilize the current fleet size including actions for how to identify, prioritize, and address new mechanisms of theft as they arise.*

Metro staff continues to address the issue of bicycle loss and theft through loss prevention and recovery activities. Bicycle loss is expected as part of the cost of business operations given the public nature of the program with the level of loss/theft experienced in the US and around the world at 1% to 2% a month. Although there is an acknowledgement that some loss will continue to impact the system and that the program's losses have grown during the pandemic as compared to pre-pandemic levels, the goal is to continue to implement efforts and strategies that reduce loss and theft while increasing recovery.

Staff has identified a myriad of actions/tactics to mitigate the loss and improve fleet retention and recovery efforts. Attachment A outlines 10 actions that staff is pursuing. These actions include:

- Purchasing bicycles to re-establish the fleet size;
- Purchasing and installing GPS equipment on all bicycles;
- Improving the operator's lost/missing bike recovery rate;

- Deploying a marketing/awareness campaign;
- Implementing technical system improvements;
- Implementing new inventory protocols to ensure a consistent and stable service to the public.

Staff is keenly aware of the need to re-establish the MBS fleet and is currently in discussions with the operator, BTS, to secure additional bicycles and GPS equipment with a target of the April Board meeting with recommendations to address the purchase of the bicycles and GPS equipment. Additionally, despite the proposed efforts to reduce loss and missing bicycles, staff anticipates that there will continue to be bicycle loss. To maintain a consistent and stable fleet, staff is developing a protocol to maintain a readily available inventory. Staff is currently reviewing available data to best determine the minimum inventory level required to support a stable operation. The inventory will enable the contractor to swap out bicycles in need of maintenance and to replace missing or lost bicycles. The goal will be to maintain a consistent deployed fleet size for public use.

*(B) An action plan to address equitable access in the current program and in any future form of the program. This plan shall include recommendations on issues such as serving people who may be unbanked, addressing the digital divide and keeping fare cost low.*

Staff is proposing to include a request in the Market Survey (Motion Directive E) to obtain information from other bike share programs regarding how they address equity, unbanked and digital divide matters. Additionally, this will be included as a topic in the Industry Forum (Motion Directive D). Staff will also continue to engage with the Metro Office of Equity and Race as well as the City of Los Angeles (in particular the Los Angeles Department of Transportation) to review and address current and future equity considerations. Staff has held discussions with TAP and will continue to engage to identify solutions to handle unbanked and digital divide issues. Staff will also investigate alternative/innovative fare and sponsorship options for possible implementation. Finally, staff will include this as an action item in the MBS evaluation study.

*(C) A plan to provide uninterrupted service as the next iteration of the program is determined and executed.*

Concurrent with the discussions to purchase bicycles and GPS equipment, negotiations with BTS for a contract extension are underway. The extension will allow staff to ensure the continued and uninterrupted operation of MBS, while continuing to address all directives of the Board Motion.

*(D) A plan to convene an Industry Forum (as was performed for Metro Micro) to bring together academics, cities with existing bike share programs, community stakeholders, and industry experts to provide recommendations on advancing Metro Bike Share beyond the current contract in one of several forms including but not limited to:*

- 1. Continuing Metro Bike Share as a contracted service,*
- 2. Operating the program In-house with Metro employees,*
- 3. A private-sector model with financial subsidy provided by Metro.*

Staff has engaged Metro Micro to understand and learn from their experience. Staff is now working to develop the format, invitees, subject/agenda, and logistics to hold the forum. Staff is proposing that the forum be included as part of the MBS evaluation study and that information gathered from

participants help inform recommendations.

*(E) Performing a Market Survey to identify best practices and business models among existing bike-share systems in the US, and comparable global systems (e.g., Paris, London, Barcelona, Madrid, and Mexico City), and to develop comparative data on subsidy cost per ride, total ridership, size of fleet, vehicle technology, theft and damage, loss and prevention, and alternative financing sources like sponsorship and advertising.*

Staff is currently compiling all readily available information and will be securing a consultant to conduct an initial Market Survey. In addition to the information listed in the Motion, the survey will also seek to obtain information regarding programs or services offered that address the unbanked and the digital divide.

*(F) Recommendations for continuing and evolving the Metro Bike Share program to meet the goals of the agency, with countywide stakeholder engagement and consideration of cost-sharing, with the goal of expanding service area and local participation to all subregions in the County. These recommendations should include eligible local, state, and federal funding sources for capital and operations budgets, as well as legislative opportunities to expand such funding eligibility.*

Staff is working on procuring services from a consultant team to support the review of MBS. Staff will also coordinate with the City of Los Angeles' pending bike share program review/evaluation, as the City's findings may impact MBS operations. Additionally, staff will form working groups and actively engage regional stakeholders and partners to ensure a comprehensive, transparent, and realistic evaluation of MBS. Working group participants may include other cities who have had bike share and cities that have not as well as Council of Government organizations (COG), and Community-Based Organizations (CBO). Staff is also working on plans to improve market awareness and customer engagement to support the operation and ensure the overall quality of the future MBS program. The evaluation of the current program and feedback from working group(s) will result in recommendations to provide a roadmap ensuring a successful, regional, equitable and viable bike share program. Staff is targeting to complete the evaluation by fall 2022.

### Equity Platform

In support of the response to the Motion, several activities will be implemented in the next 3 to 12 months. Activities include implementing a plan to reduce theft and increase recovery of missing bikes making more of them available. Staff will continue to work with Metro Security and the program's LAPD liaison, each of which have provided support to the theft/recovery task force. Staff will also engage with programs that can offer support to certain users in need of access to more long-term transportation. In addition, staff will be developing a plan focused on increasing accessibility to individuals who are unbanked or face a digital divide; keeping fares low and increasing reduced fare and LIFE participation; conducting a Market Survey of other bike share programs and an Industry Forum to learn about best practices including increasing participation from marginalized groups and reducing barriers for people in EFCs.

Given the demographic information collected from the annual surveys, staff is aware that bike share ridership is not representative of Metro ridership or Los Angeles County demographics. However,



---

results from the survey show that there is an increase in utilization by females as well as African American/Black and Native American MBS users. Staff will work to improve user data collection to better understand potential barriers to the MBS system and address or mitigate them in the future. As delineated in Motion Directive B, staff will work to improve awareness of the utilization of the program and will ensure that the future MBS program addresses equitable access and increased diversity actions/recommendations.

In addition, staff will be working with community groups and other organizations such as NABSA and NACTO, to gather their feedback and incorporate it in the recommendations moving forward. Information from users will also be gathered to inform the future program. Activities will be carried out to ensure CBOs and community members in EFCs, including those who are unbanked or have a digital divide, are aware and can fully participate. Staff engagement will include community outreach efforts in EFCs, providing information in various languages, and targeted communication using different forms (print, online, social). The information gathered through this process will help inform the recommendations for a new operations model for the future MBS program.

### **DETERMINATION OF SAFETY IMPACT**

The Board action will not have a negative impact on the safety of Metro's patrons or employees. The Metro Bike Share program has demonstrated effectiveness in providing a mobility service to Los Angeles County residents.

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

Recommendation supports the following strategic plan goals:

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

### **NEXT STEPS**

Upon Board approval, staff will complete the negotiations for the contract modification with BTS with the goal of returning in April for approval. Staff will also continue to move forward with the actions as outlined in the Motion Response Work Plan and with the procurement of the consultant teams in support of responding to other aspects of Motion No. 41.

### **ATTACHMENTS**

Attachment A - Motion Response Work Plan

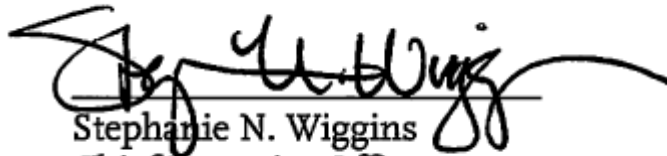
Attachment B - Board Motion Item No. 41 (November/December 2021)

Prepared by: Eric Houston, Senior Manager, Operations, (213) 922-4063

Paula Carvajal-Paez, Senior Director, Operations, (213) 922-4258

Ken Coleman, Deputy Executive Officer, Operations, (213) 922-2951  
Shahzad Amiri, Acting Deputy Chief Operations Officer, (213) 922-3061

Reviewed by: Conan Cheung, Deputy Chief Operations Officer (213) 418-3034



Stephanie N. Wiggins  
Chief Executive Officer

Attachment A – Motion Response Work Plan

Metro Bike Share  
Motion Response Work Plan

This work plan is in response to Metro Bike Share Motion No. 41 passed by the Metro Board of Directors in December 2021. The plan involves a multi-prong approach to developing a comprehensive, transparent, and collaborative recommendation to support the future of the Metro Bike Share Program. The plan will address the following goals, as identified in the Motion:

- Address the fleet size and loss/theft;
- Ensure equity;
- Keep fares low and address unbanked and digital divide concerns;
- Ensure continued service;
- Improve and expand regional participation;
- Ensure long-term viability (technology, cost, cost-sharing, new funding sources);
- Confirm role of Metro Bike Share as an affordable, accessible public transportation and mobility option that improves the quality of life, supports meeting regional climate goals and meets Metro’s agency goals;

In addition to the goals, the plan will also include actions to:

- Examine the role and impact of micro-mobility services;
- Establish performance metrics and associated data analytics;

To accomplish this, staff will move forward with a new evaluation of the program and take a series of immediate actions – such as to 1) engage an existing task order Consultant to assist with the development of the Industry Forum, support the Market Survey, and conduct an evaluation of funding opportunities; 2) extend the current BTS contract, procure replacement bikes and install GPS units on all bikes; and 3) conduct an evaluation of the MBS program taking into consideration the information gathered through the directives in the Motion, and propose recommendations for the future program. The goal is to complete the evaluation and have recommendations by fall 2022 and initiate action on the future operational model of MBS.

Specific actions/tactics tied to the Motion include:

<b>Motion Directive A – Action Plan to stabilize the fleet and actions to identify, prioritize and address theft</b>			
<b>#</b>	<b>Action/Tactic</b>	<b>Notes</b>	<b>Schedule/Timeline</b>
1a	Draft and update theft/loss mitigation strategies	Initial mitigation strategy drafted. Staff will continue to develop, refine, implement, and evaluate strategies	<ul style="list-style-type: none"> <li>• Completed and will update as appropriate</li> </ul>
2a	Obtain information via Market Survey	Initiate procurement action to obtain information on loss/theft and any mitigation strategies via market survey of other operators.	<p><i>Immediate:</i></p> <ul style="list-style-type: none"> <li>• Procurement process initiated</li> <li>• Secure consultant support within 30 days</li> <li>• Target completion of work in 2 months</li> </ul>

Attachment A – Motion Response Work Plan

3a	Procurement of bikes to replenish fleet – new bikes to be equipped with GPS	Staff is actively engaged in Procurement action with the Operator. Procurement action is currently pending final negotiations and agreement on terms for O&M and replenishment.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Targeting April Board approval</li> </ul> <p><u>Short Term:</u></p> <ul style="list-style-type: none"> <li>Completion dependent upon number of bikes procured and final delivery schedule</li> </ul>
4a	Retrofit existing bike fleet with GPS	Staff is actively engaged in Procurement action with the Operator. Procurement action is currently pending final negotiations and agreement on terms for O&M and replenishment.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Targeting April Board approval</li> </ul>
5a	Bike fleet replenishment/inventory policy	Staff is developing a protocol to maintain a readily available inventory with the goal of maintaining a consistent deployed fleet size for public use.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Targeting April Board approval</li> </ul>
6a	Develop and launch marketing/informational campaign to address user confusion and negligence about returning bikes to docking stations	Staff to work with Metro Communications and MBS Operator to initiate the development of the campaign.	<p><u>Short Term:</u></p> <ul style="list-style-type: none"> <li>Target launch of campaign to tie-in with the receipt of new bikes</li> </ul>
7a	Engagement with law enforcement to aid in recovery of stolen bikes	Continuation of staff engagement with Metro Security and LAPD liaison.	<p><u>On-going:</u></p> <ul style="list-style-type: none"> <li>Staff continuing current engagement and will examine opportunities to improve recovery efforts</li> </ul>
8a	Discussion with Operator to improve missing bike recovery rate	Staff reviewed current recovery rate and initiated discussions on additional resources for fleet recovery. Possible engagement with other Metro departments and community programs to mitigate any concerns regarding loss of primary means of transportation.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Operator providing data on recovery rate and recovery process (non-systems related)</li> </ul> <p><u>Short Term:</u></p> <ul style="list-style-type: none"> <li>Development and implementation of process improvements</li> <li>Target implementation by spring/summer 2022</li> </ul>
9a	Develop and implement system improvements to better monitor and report on bike fleet, identify misplaced or missing bikes and improve recovery response time	Fleet monitoring and alerting improvements (due to availability of GPS data) to better understand fleet utilization and improve the identification of missing bikes.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Current performance metrics and reporting practice under review</li> </ul>

Attachment A – Motion Response Work Plan

		Includes the review of performance metrics and reports. Staff to review current practices and identify improvements.	<ul style="list-style-type: none"> <li>Improvements to monitoring and reporting practices will be implemented in collaboration with Operator</li> </ul>
10a	Develop and deploy system improvements to deter bike theft	Implementation of system or technical improvements – TAP, payment fraud prevention, rider alerts, payment collection, station rebalancing, etc.	<p><u>On-going:</u></p> <ul style="list-style-type: none"> <li>Staff will continue to work on these items and implement as feasible</li> </ul>
<b>Motion Directive B – Action plan to address equitable access (address unbanked, digital divide and keeping fare low)</b>			
#	Action/Tactic	Notes	Schedule/Timeline
1b	Obtain information via Market Survey and Industry Forum	Initiate action to obtain information on unbanked, digital divide and fare information via Market Survey. Separately, include further engagement as necessary as part of Industry Forum.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Procurement process initiated</li> <li>Target completion of Market Survey work in 2 months</li> </ul> <p><u>Short Term:</u></p> <ul style="list-style-type: none"> <li>Target completion of task order work in summer 2022</li> </ul>
2b	Include as part of Metro Bike Share Program evaluation	<p>Specific tasks include:</p> <ul style="list-style-type: none"> <li>Ensure inclusion of equity, unbanked, digital divide, and reduced fares in the future operation.</li> <li>Review sponsorship opportunities, including possible targeted fiscal sponsorships.</li> <li>Identification and evaluation of possible alternative fare models based on equity considerations.</li> </ul>	<p><u>Mid Term:</u></p> <ul style="list-style-type: none"> <li>Target completion of evaluation by fall 2022</li> </ul>
3b	Engagement with Metro’s Office of Equity & Race and LADOT	Review current delivery of bike share from an equity perspective and identify recommendations for current and future consideration.	<p><u>On-going:</u></p> <ul style="list-style-type: none"> <li>Staff to continue engagement with both Metro’s Office of Equity &amp; Race and LADOT</li> </ul> <p><u>Short Term:</u></p> <ul style="list-style-type: none"> <li>Identification and implementation of recommendations</li> </ul>

Attachment A – Motion Response Work Plan

4b	Engage with TAP on current best practices for unbanked	Collect information from TAP on current approach to this issue and learn how this may further support MBS	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Initiated discussions with TAP to identify current solutions within TAP and recommend additional modifications for MBS</li> </ul>
5b	Engagement with Metro LIFE and other reduced fare programs	Review of current Metro Bike Share utilization of Metro LIFE and other Metro reduced fare programs to identify opportunities and solutions to increase participation.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Staff reviewing current data and participation levels</li> <li>Identification and development of initial opportunities and solutions to increase participation</li> </ul> <p><u>Short Term:</u></p> <ul style="list-style-type: none"> <li>Coordination with appropriate departments and implementation of approved and achievable solutions</li> </ul>

**Motion Directive C – Plan to provide uninterrupted service**

#	Action/Tactic	Notes	Schedule/Timeline
1c	Extension of current Operator contract	Staff has prepared contract documents required for the modification and is actively responding to proposal and information submitted by Operator. Procurement action pending final negotiations and agreement on terms for O&M and replenishment.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Targeting April Board approval</li> </ul>

**Motion Directive D – Plan to convene Industry Forum**

#	Action/Tactic	Notes	Schedule/Timeline
1d	Engagement with Metro Micro	Staff discussion with Metro Micro regarding their Industry Forum	<p><u>On-going:</u></p> <ul style="list-style-type: none"> <li>Staff held initial discussion and will continue to engage with Metro Micro staff as the Bike Share forum is developed</li> </ul>
2d	Hold Forum	Conduct the Industry Forum as part of evaluation of Metro Bike Share program.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Create framework &amp; structure of the Forum</li> <li>Target to hold Forum in summer 2022</li> </ul>

Attachment A – Motion Response Work Plan

<b>Motion Directive E – Perform Market Survey</b>			
<b>#</b>	<b>Action/Tactic</b>	<b>Notes</b>	<b>Schedule/Timeline</b>
1e	Collection of existing information	Staff is compiling all existing and readily available information. This information will be provided to consultants for further verification.	<u>Immediate:</u> <ul style="list-style-type: none"> <li>Task to be completed within 30 days</li> </ul>
2e	Conduct initial Market Survey of other programs	Initiate procurement action to conduct the initial Market Survey.	<u>Immediate:</u> <ul style="list-style-type: none"> <li>Procurement process initiated</li> <li>Secure consultant support within 30 days</li> <li>Target completion of work in 2 months</li> </ul>
3e	Engagement with NABSA, NACTO, and other bike share groups	Ongoing engagement with industry and working groups to obtain additional marketplace information that can aid in future Metro Bike Share development.	<u>Immediate:</u> <ul style="list-style-type: none"> <li>Collaborate with organizations and groups on Market Survey and Industry Forum</li> </ul> <u>Short Term:</u> <ul style="list-style-type: none"> <li>Actively participate in industry discussions, including the NACTO bike share working group</li> </ul>
4e	Include as part of the Metro Bike Share Program evaluation	Review existing program information. Conduct follow up research and data gathering activities in support of the development of recommendations for the future operation and expansion of Metro Bike Share.	<u>Mid Term:</u> Target completion of evaluation by fall 2022
<b>Motion Directive F – Recommendations</b>			
<b>#</b>	<b>Action/Tactic</b>	<b>Notes</b>	<b>Schedule/Timeline</b>
1f	Identification of funding source and legislative opportunities	Initiate action for support to identify traditional and innovative funding sources and legislative opportunities	<u>Immediate:</u> <ul style="list-style-type: none"> <li>Staff working with Government Relations and Grants to identify funding opportunities</li> <li>Procurement process initiated</li> <li>Secure consultant support within 30 days</li> <li>Target completion of work in 2 months</li> </ul>
2f	Work with Metro Communications on current DoorDash extension and/or future opportunities	Collaborate with Metro Communication on possible future	<u>Immediate:</u>

Attachment A – Motion Response Work Plan

		opportunities through Metro’s advertising vendors	<ul style="list-style-type: none"> <li>Staff will prepare information with updates on MBS in preparation for next steps</li> </ul>
3f	Coordination with LADOT	Coordinate with LADOT on pending bike share program review. Coordination shall occur at both staff and consultant level.	<p><u>On-going:</u></p> <ul style="list-style-type: none"> <li>Staff will continue on-going coordination, support and discussion with LADOT and consultants</li> </ul>
4f	Metro Bike Share Program Evaluation and Path Forward	<ul style="list-style-type: none"> <li>Evaluation to provide recommendations which shall address items from motion.</li> <li>Evaluation shall be transparent, with coordination and collaboration with regional partners and stakeholders.</li> <li></li> </ul>	<p><u>Mid Term:</u></p> <ul style="list-style-type: none"> <li>Target completion of evaluation by fall 2022</li> </ul>
5f	Stakeholder and customer engagement	Ensure that the new MBS contains an on-going stakeholder engagement process to support implementation of the new program and support on-going operations. Stakeholders to include MBS partners, CBOs, COGs, local cities. Ensure Customer engagement process to monitor the performance and quality of MBS services, includes engagement with EFCs.	<p><u>Immediate:</u></p> <ul style="list-style-type: none"> <li>Staff to develop initial outline/plan of working group(s)</li> <li>Analysis of current feedback and comments regarding bike share</li> <li>Review of current engagement practices and identify opportunities for improvement</li> </ul> <p><u>Short Term:</u></p> <ul style="list-style-type: none"> <li>Develop and incorporate an on-going process to ensure consistent stakeholder and customer engagement</li> </ul>

Notes:

- On-going: Existing activity that will continue  
 Immediate: Completion or action within 3 months  
 Short Term: Completion or action within 6 months  
 Mid-Term: Completion or action with 12 months  
 Long Term: Completion or action longer than 12 months





## Board Report

File #: 2021-0743, File Type: Motion / Motion Response

Agenda Number: 41.

### EXECUTIVE MANAGEMENT COMMITTEE NOVEMBER 18, 2021

#### Motion by:

#### **DIRECTORS KREKORIAN, GARCETTI, KUEHL, AND SANDOVAL**

#### Improving the Effectiveness and Sustainability of Metro Bike Share

Metro Bike Share, a county-wide bike share program, launched in 2016. Since then, Metro has had over 3,300 bicycles in the system, consisting of a mix of Classic, Smart, and E-bikes.

Currently, Metro only has 38% of the total original fleet remaining in operation. Metro Bikes have been targets of theft, and rates of fleet loss ebb and flow as new methods of theft are discovered and addressed. The Metro Bike Share team has increased efforts to recover lost and stolen bicycles but this is not sustaining the fleet and the program does not have an established fleet replenishment strategy. As a result, fewer Metro Bikes are available for use, which degrades the quality of service available to the public.

Affordable, accessible public transportation and active transportation options such as Metro Bike Share are a cornerstone of meeting our region's climate goals. As local jurisdictions in the County continue expanding bicycle infrastructure and mobility options to meet climate goals and improve the quality of life for residents, a successful and sustainable Metro Bike Share program is more important than ever.

**SUBJECT: IMPROVING THE EFFECTIVENESS AND SUSTAINABILITY OF METRO BIKE SHARE**

#### **RECOMMENDATION**

APPROVE Motion by Directors Krekorian, Garcetti, Kuehl, and Sandoval that the Board direct the Chief Executive Officer to report back in 90 days on:

- A. An action plan to stabilize the current fleet size including actions for how to identify, prioritize, and address new mechanisms of theft as they arise.
- B. An action plan to address equitable access in the current program and in any future form of the program. This plan shall include recommendations on issues such as serving people who may be unbanked, addressing the digital divide, and keeping fare cost low.

- C. A plan to provide uninterrupted service as the next iteration of the program is determined and executed.
- D. A plan to convene an industry forum (as was performed for Metro Micro) to bring together academics, cities with existing bike share programs, community stakeholders, and industry experts to provide recommendations on advancing Metro Bike Share beyond the current contract in one of several forms including but not limited to:
1. Continuing Metro Bike Share as a contracted service,
  2. Operating the program In-house with Metro employees,
  3. A private-sector model with financial subsidy provided by Metro.
- E. Performing a market survey to identify best practices and business models among existing bike-share systems in the US, and comparable global systems (e.g., Paris, London, Barcelona, Madrid, and Mexico City), and to develop comparative data on subsidy cost per ride, total ridership, size of fleet, vehicle technology, theft and damage loss and prevention, and alternative financing sources like sponsorship and advertising.
- F. Recommendations for continuing and evolving the Metro Bike Share program to meet the goals of the agency, with countywide stakeholder engagement and consideration of cost-sharing, with the goal of expanding service area and local participation to all subregions in the County. These recommendations should include eligible local, state, and federal funding sources for capital and operations budgets, as well as legislative opportunities to expand such funding eligibility.

# Item 15

Los Angeles County  
Metropolitan Transportation Authority

Finance and Budget Committee  
March 16, 2022

Executive Management Committee  
March 17, 2022



## **Metro Bike Share Program Update**

# Background

- MBS launched in July 2016 in partnership with the City of Los Angeles
- MBS serves Los Angeles County residents with more than 200 docked stations located in the Downtown Los Angeles, Central Los Angeles, Hollywood, Westside, and North Hollywood
- To date, 1.3 million trips have been taken, 4.4 million miles have been traveled, and 4.2 million pounds of CO2 have been averted
- Demographics: 50% Caucasian/White; 20% Latinx; 15% African-American; 40% Female; Household income - 34% less than \$50K and 58% less than \$75K; 47% of users are 25-34 years old and 8% are 50 years and above
- Contract with current operator, Bicycle Transit Systems, ending July 2022
  - DBE goal of 22.37% met and on target
- In September 2021, MBS agreed to a one-year sponsorship deal with DoorDash valued at slightly over \$1M will offset O&M
- Motion No. 41 directs staff to implement several actions in preparation for future MBS program model



# Motion Response Work Plan

- Staff developed a work plan to respond to motion
- Current actions in the work plan include:
  - **Directive A: Stabilize Fleet and Address Theft**
    - Implementing a theft mitigation plan that includes launching an educational campaign
    - Engaging (ongoing) with Metro Security and LAPD liaison
    - Negotiating with Operator to purchase new bikes and GPS units to stabilize fleet (April 2022 Board action)
  - **Directive B: Equitable Access for Unbanked, Address Digital Divide and Keep Fares Low**
    - Creating an equity plan to address unbanked and the digital divide
    - Engaging OER, TAP, City of LA and other groups on best practices for technology solutions



# Motion Response Work Plan

- Directive C: Provide Uninterrupted Service
  - Negotiating with BTS to extend contract by 12 months (April 2022 Board action)
- Directive D: Convene Industry Forum
  - Creating framework for Industry Forum that will include goals, objectives, topics, identification of subject matter experts
  - Consultant work underway to support Forum development
- Directive E: Perform Market Survey for Best Practices
  - Conducting Market Survey of other operators to gather information about existing bike share programs
- Directive F: Provide Recommendations for Future Model
  - Procuring consulting services for Motion Response support and final recommendations for new program and funding opportunities
  - Working with GR and Grants to identify additional funding



# Next Steps

- Staff will complete negotiations for contract modification with BTS with the goal of returning in April 2022 for approval
  - Modification includes ongoing O&M and fleet replenishment
- Staff will move forward with the actions as outlined in the *Motion Response Work Plan* (Attachment A)
- Staff anticipates identification of new model by fall 2022



## PROCUREMENT SUMMARY

## METRO BIKE SHARE/PS272680011357

1.	<b>Contract Number:</b> PS272680011357		
2.	<b>Contractor:</b> Bicycle Transit Systems, Inc.		
3.	<b>Mod. Work Description:</b> Extend contract term an additional 12 months, purchase new bicycles, and purchase and install GPS equipment		
4.	<b>Contract Work Description:</b> Metro Bike Share Program		
5.	<b>The following data is current as of:</b> 4/1/22		
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	06/25/15	<b>Contract Award Amount:</b> \$11,065,673 Pilot Phase I – DTLA
	<b>Notice to Proceed (NTP):</b>	07/31/15	<b>Total of Modifications Approved:</b> \$84,278,188
	<b>Original Complete Date:</b>	Phase I 07/31/17  Phases II - V 07/30/22	<b>Pending Modifications (including this action):</b> \$15,250,213
	<b>Current Est. Complete Date:</b>	07/30/23	<b>Current Contract Value (with this action):</b> \$110,594,074
7.	<b>Contract Administrator:</b> Lily Lopez		<b>Telephone Number:</b> (213) 922-4639
8.	<b>Project Manager:</b> Paula Carvajal		<b>Telephone Number:</b> (213) 922-4258

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 11 issued in support of the Metro Countywide Bike Share Program to extend the contract period of performance by 12 months through July 30, 2023, purchase new bicycles to replenish and stabilize the on-street bicycle fleet, purchase and install GPS equipment, and maintain a 10% inventory, to ensure a consistent on-street fleet for the duration of this contract.

This contract modification will be processed in accordance with Metro's Acquisition Policy and the contract type is a firm fixed price.

On June 25, 2015, the Board awarded firm fixed price Contract No. PS272680011357 to Bicycle Transit Systems, Inc. for the equipment, installation and operations of the Metro Bike Share Phase I Pilot in the amount of \$11,065,673 for a two-year period.

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



**B. Cost Analysis**

The amount of the modification has been determined fair and reasonable based upon an independent cost estimate (ICE), cost analysis, technical analysis, fact finding and negotiations.

<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Modification Amount</b>
\$27,528,583	\$23,116,683	\$15,250,213

The difference between the above amounts is the time included in the contract term extension. The “Proposal Amount” and “Metro ICE” initially covered a two-year time extension. As a result of internal discussions, Metro decided to move forward with a one-year time extension on this contract. Therefore, the “Modification Amount” covers a one-year time extension.

## CONTRACT MODIFICATION/CHANGE ORDER LOG

## METRO BIKE SHARE/PS272680011357

Mod. No.	Description	Status (approved or pending)	Date	Amount
1	Addition of Sponsorship Broker Agreement	Approved	12/30/15	\$0
2	Additional Support for Phase I Downtown Los Angeles	Approved	06/06/16	\$108,656
3	Addition of 2 Subcontractors	Approved	07/07/16	\$0
4	Extend Phase I (Downtown Los Angeles Pilot), expand and accelerate Phase II (Pasadena) and Phase III (Venice and Port of Los Angeles)	Approved	11/07/16	\$42,618,583
5	Update Exhibit A-1 Milestone Payment Schedule	Approved	03/22/17	\$0
6	Addition of TAP Integration Step 3	Approved	05/31/17	\$610,076
7	Extend and activate Phase III and Phase IV	Approved	10/08/18	\$34,598,747
8	Metro Countywide Bike Share Greenhouse Gas Reduction Fund (GGRF) Grant	Approved	12/06/18	\$6,342,126
9	Revised SOW + Milestones	Approved	12/14/18	\$0
10	Reallocation of bikes + update milestones with invoices	Approved	8/21/21	\$0
11	Extended POP by 12 months through 7/30/23, purchase new bicycles to replenish and stabilize the on-street bicycle fleet, purchase and install GPS equipment, and maintain a 10% inventory.	<b>Pending</b>	<b>Pending</b>	\$15,250,213
	<b>Modification Total:</b>			<b>\$99,528,401</b>
	<b>Original Contract:</b>		07/24/15	<b>\$11,065,673</b>
	<b>Total:</b>			<b>\$110,594,074</b>

## DEOD SUMMARY

## METRO COUNTYWIDE BIKESHARE/PS272680011357

**A. Small Business Participation**

Bicycle Transit Systems, Inc. (BTS) made a 22.37% Disadvantaged Business Enterprise (DBE) commitment. The project is 71% complete and the current SBE participation is 23.53%, exceeding the DBE commitment by 1.16%. Bicycle Transit Systems, Inc. submitted its initial shortfall mitigation plan in July 2021 and a subsequent update in March 2022.

BTS has projected the continued utilization of DBE subcontractors Accel Employment Services, Inc. and BikeHub through July 2023. BTS has allocated 27.29% of this proposed modification value to the two (2) DBE firms listed above. BTS contends that the station shipping scope of work to be performed by Say Cargo, has been completed.

<b>Small Business Commitment</b>	<b>DBE 22.37%</b>	<b>Small Business Participation</b>	<b>DBE 23.53%</b>
----------------------------------	-------------------	-------------------------------------	-------------------

	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	Accel Employment Services, Inc.	Asian-Pacific American	15.28%	11.89%
2.	BikeHub	Asian-Pacific American	5.48%	10.08%
3.	Toole Design Group	Caucasian Female	0.93%	1.19%
4.	Say Cargo Express, Inc.	Hispanic American	0.68%	0.37%
	<b>Total</b>		<b>22.37%</b>	<b>23.53%</b>

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

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

A review of the current service contract indicates that the Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) was not applicable at the time of award. Therefore, the LW/SCWRP is not applicable to this modification.

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this modification.

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

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



## Board Report

---

**File #:** 2022-0166, **File Type:** Informational Report

**Agenda Number:**

---

**EXECUTIVE MANAGEMENT COMMITTEE  
APRIL 21, 2022**

**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 2021, including updates on female participation.

**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**

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

2021.

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

As of December 2021, there are fourteen active construction contracts with PLA/CCP program requirements. Twelve contractors exceeded the 40% Targeted Worker Goal, six contractors exceeded the 20% Apprentice Worker Goal, and eight contractors exceeded the 10% Disadvantaged Worker Goal. There are twenty-seven completed construction contracts that were subject to the PLA/CCP. Overall (aggregate), PLA/CCP program-wide attainment on the three workforce goals has been met and exceeded.

The following table represents the active construction projects as of the December 2021 quarterly reporting period.

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 (*)
Crenshaw/LAX Transit Corridor	Walsh/Shea Constructors	98.60%	60.00%	23.59%	10.31%	3.60% = C	34.46%
Regional Connector Transit Corridor	Regional Connectors, JV	98.40%	61.59%	20.17%	11.09%	4.31% = C	73.26%
Westside Subway Extension Project, Sec 1	Skanska-Taylor-Shea, JV	70.89%	61.38%	20.36%	12.83%	3.71% = C	71.13%
Westside PLE Project, Section 2 – D/B	Tutor Perini/O&G, JV	33.44%	40.98%	16.00%	4.83%	2.83% = D	42.98%
Purple Line Ext. Sec. 3 – Stations Project	Tutor Perini/O&G, JV	8.55%	63.52%	10.45%	10.10%	5.57% = B	77.76%
Purple Line Ex. Sec 3 – Tunnels Project	Frontier Kemper/Tutor Perini Corp.	68.43%	38.24%	19.05%	4.90%	4.19% = C	48.69%
Soundwall #11 Construction	Powell Constructors, Inc.	99.07%	42.09%	17.29%	10.71%	0.51% = F	41.88%
Willowbrooks/Rosa Parks Station Improv.	Icon-West, Inc	99.44%	66.35%	24.39%	9.62%	1.50% = F	49.19%
Div 1 Maint. & Trans. Bldg Renovation	AP Construction, Inc.	98.79%	57.84%	25.93%	13.16%	1.39% = F	24.90%
Roof Replacement at Div. 11 & 22	Achico Design Inc.	98.89%	43.30%	32.85%	12.05%	0.84% = F	43.54%
Div 20 Portal Widening Turnback Project	Tutor Perini Corp.	47.09%	43.75%	19.79%	0.49%	4.54% = C	32.06%
Metro Center St. Project	SJ Amoroso Construction	16.34%	77.79%	7.92%	0.00%	6.38% = B	0.00%
Airport Metro Connector Site Work & Rails System	Hensel Phelps/Herzog JV	33.72%	53.21%	18.12%	4.31%	8.23% = A	0.00%
1 <sup>st</sup> /Central Street Eastside Access Improv Project (EAIP)	Griffith Company	22.93%	24.60%	18.30%	15.91%	0.00% = F	86.96%

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

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

**Female Workers on Active Construction Projects**

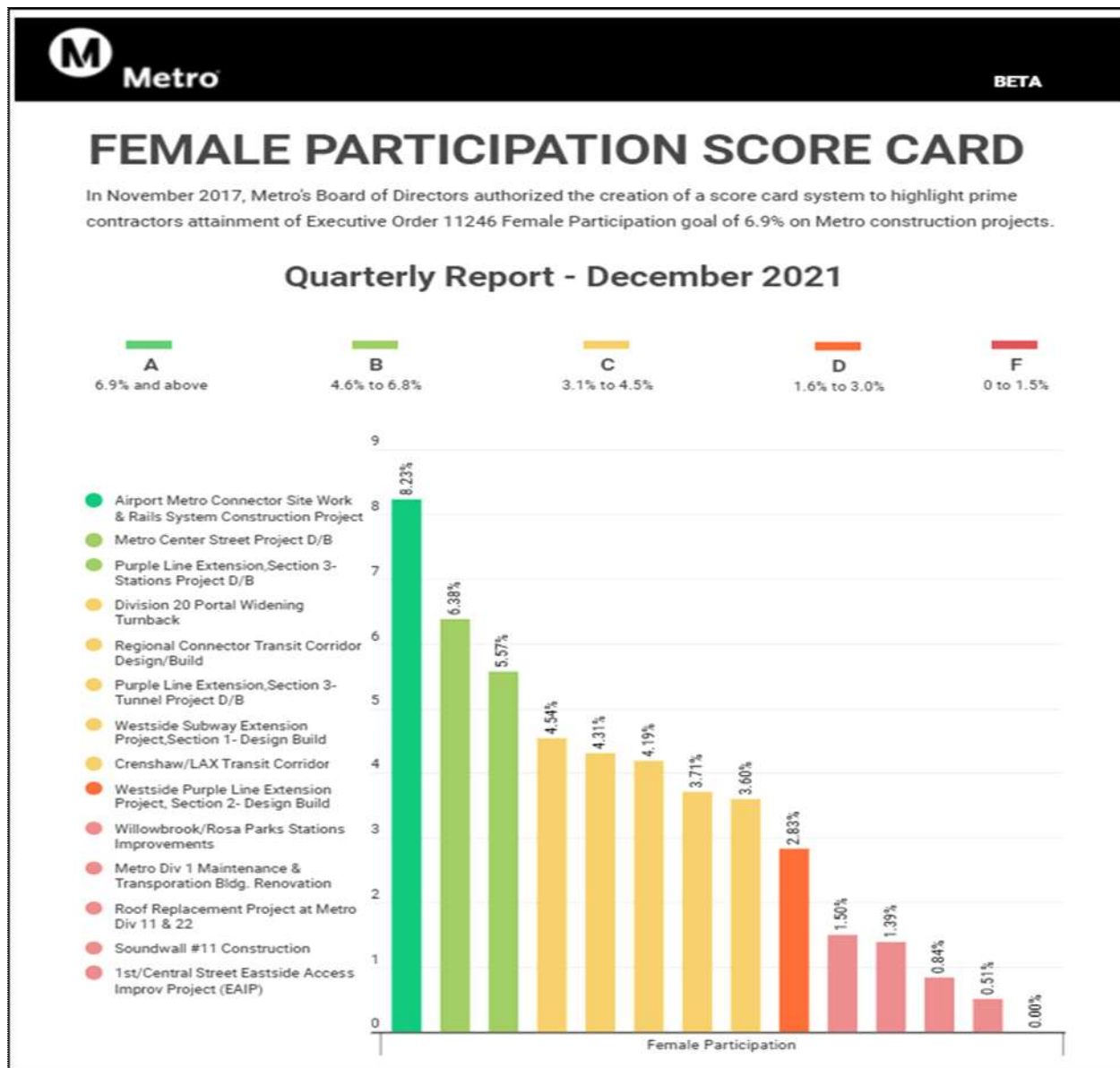
In November 2017, the Metro Board of Directors (Board) approved a motion to encourage contractors on Metro construction projects to increase the participation of women by meeting or exceeding the nationwide female participation goal of 6.9% as set forth by Executive Order 11246.

Included in the motion is the creation of a report card/score card system reflecting attainment of the female participation goals for Metro Project Labor Agreement/Construction Careers Policy contractors that is aimed at encouraging contractors to exceed the 6.9% female participation goal.

Below is the Female Participation Score Card as of December 2021.

---

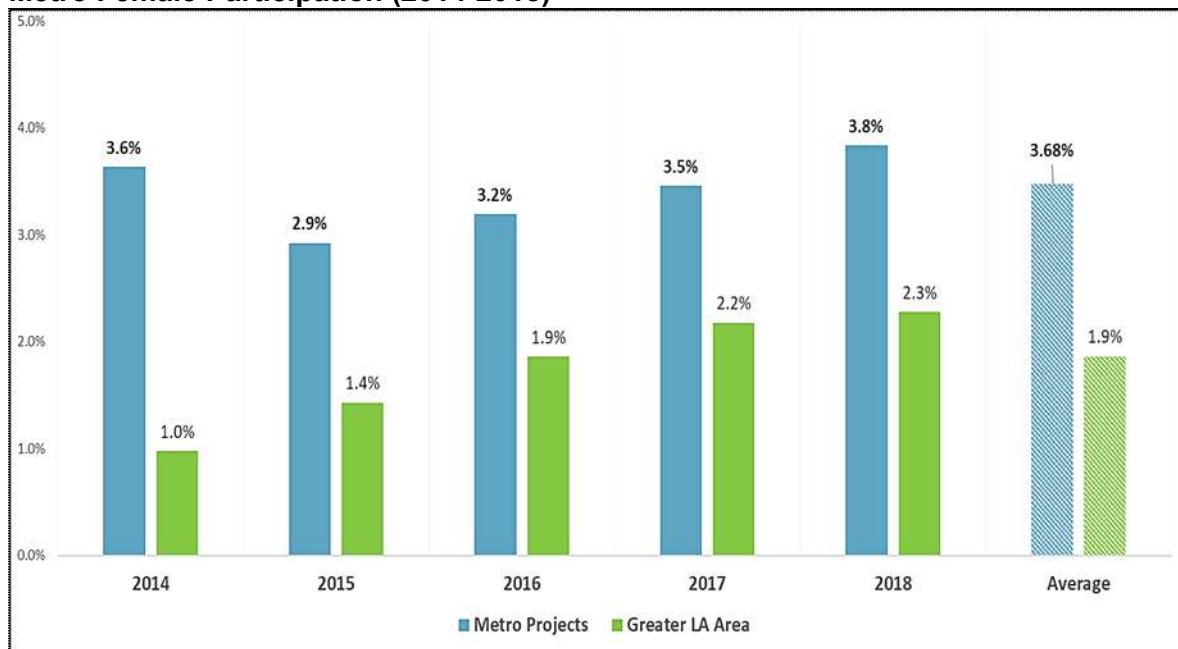




The average female participation on Metro construction projects is at 3.68% of total work hours, which is higher compared to less than 2.0% on other non-Metro public works construction projects in the region. The national average for women in construction is below 3.0%.

The following chart represents Metro female participation by year in comparison to other non-Metro projects in the region.

### Metro Female Participation (2014-2018)



Source: Estalano Lesar

#### Advisors - Disparity Study

Staff met with prime contractors that have a score of “D” or below to find out any potential concerns leading to the low female participation on their project. Listed below are some issues that were raised;

- One of the contractors stated that their work activities are performed night-time, thus creating difficulties in recruiting females to work graveyard.

**Metro Response:** Metro established a Women in the Trades Resource Guide (see attachment B) to assist females in the construction trades with available supportive services and as a toolkit for both contractors and female workers.

- Sponsoring of females in the trades must conform with California Department of Industrial Relation (DIR) 20% apprentice utilization. Thus, creating difficulty in sponsoring large number of females in the trades, since sponsored worker is required to start as an apprentice.

**Metro Response:** Prime Contractors were advised to pre-plan their workforce needs with emphasis to prioritize sponsorship of female workers into various trades. Metro is requesting updated Employment Hiring Plan's from applicable contractors.

- Female attainment fluctuates as project completion progress. Start of project typically results in higher female attainment due to limited number of workers at the beginning. As the project near completion, female attainment mirrors the region average of less than 3%.

**Metro Response:** Metro is in the process of planning a Joint Awareness Campaign to focus on recruiting women to start a career in construction. Joint Awareness Campaign will be a collaborative effort between the trades, community-based organizations, and prime contractors.

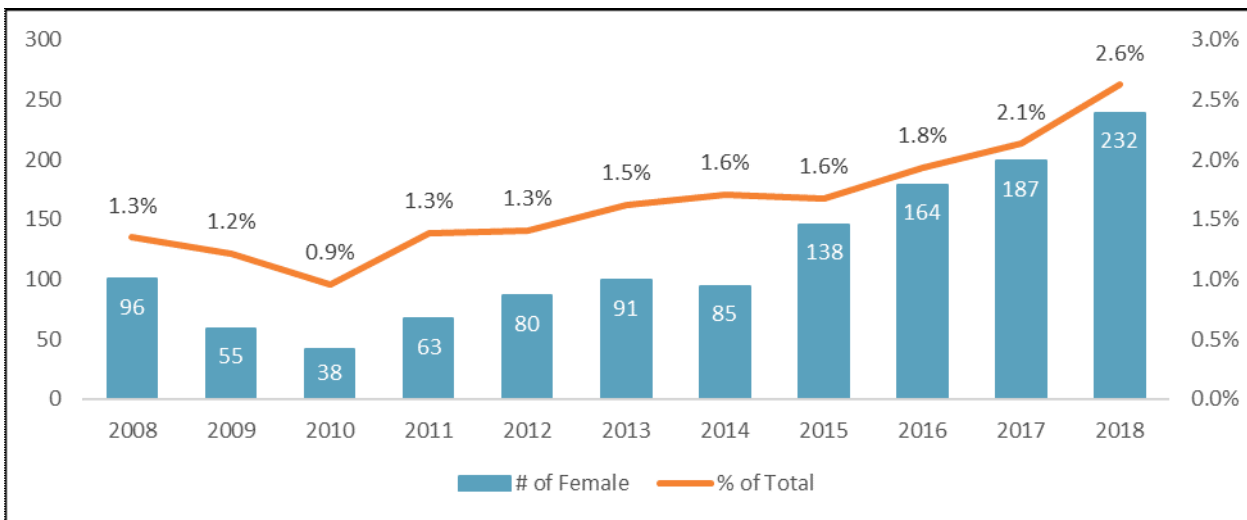
- Contractors request for female workers from the unions are not being adhered to due to lack of available female workers in the trades.

**Metro Response:** Metro is in the process of planning a Joint Awareness Campaign to focus on recruiting female to start a career in construction. Joint Awareness Campaign will be a collaborative effort between the trades, community-based organizations, and prime contractor to increase female workers in the construction industry.

Additionally, Metro's **Workforce Disparity Study** conducted in May 2019 indicates that the Los Angeles region does not have the adequate available females in construction to meet the 6.9% goal. In addition, the Workforce Disparity Study provides the female apprenticeship participation in the greater LA Area which as of 2018 has a participation rate of 2.6%.

### **Female Apprenticeship Participation in the Greater LA Area (2008-2018)**

---

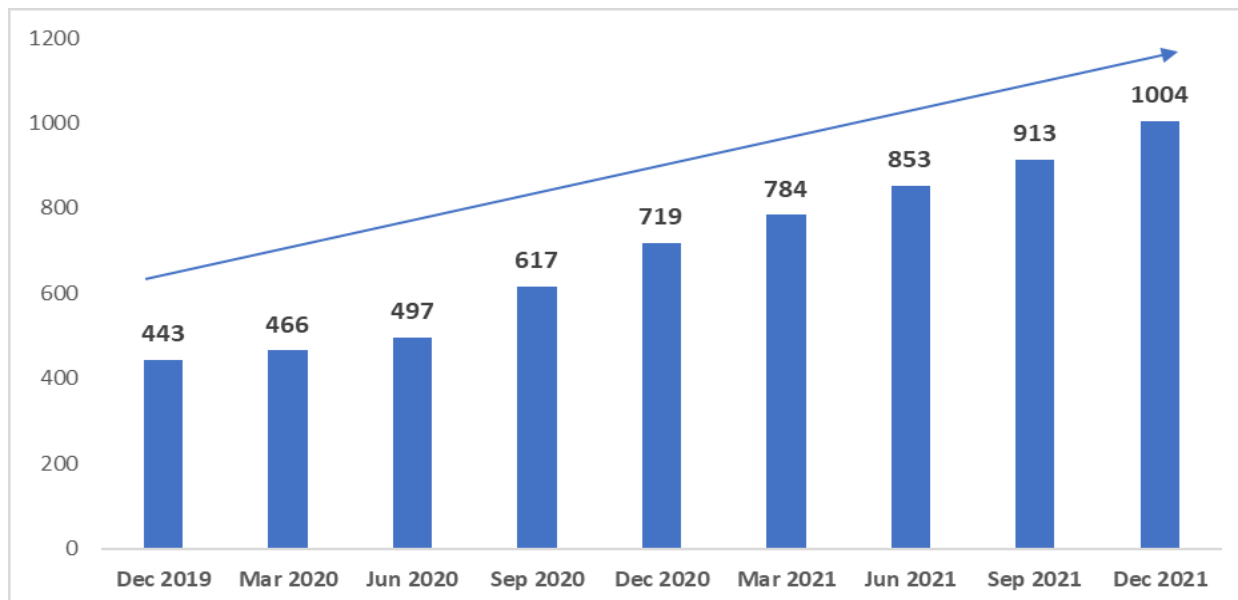


Source: California Department of Industrial Relations Division of Apprenticeship Standards

Staff understands the importance of increasing female participation on Metro’s projects for equity and workforce availability reasons and is actively taking measures to increase and create opportunities.

Overall, a total of over 1000 female workers have worked on Metro’s PLA/CCP construction projects. Below is a chart of the no. of female within the last two years on construction projects.

### No. 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.

Staff continues to focus on strategies to support the outreach, recruitment, and retention of women into the trades focusing on Metro's PLA/CCP construction projects. Listed below are strategies that were implemented to increase female participation in Metro's construction projects.

- Female Participation Score Card - Staff continues to grade each contractor's performance quarterly through the utilization of a score card that reflects percentages of females hired by Metro's contractors to encourage in meeting the 6.9% goal.
- Quarterly Jobs Coordinator meetings - Staff hosts quarterly meetings with the jobs coordinators to discuss best practices and identify outreach and recruitment opportunities. The last quarterly meeting was held on November 10, 2021 with a focus on female recruitment and referral into union boot-camps or pre-apprenticeship programs.
- 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 - Staff 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 Laborers Union and Southwest Regional Council of Carpenters to directly refer female workers to join in the apprenticeship program. Upon completion, participants are referred to Metro's contractors for employment opportunity.

- Outreach - Staff continuous to outreach to community-based organizations, pre-apprenticeship schools, and building trades to promote and increase female recruitment in the construction industry.
- Established a partnership with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC) and the Executive Secretary to focus on increasing female participation in the construction industry which includes prioritizing and dispatching female workers on Metro construction projects.

In addition, the following are strategies under development to support and increase female participation in Metro's projects.

- Metro and Laborers Union (Local 300) collaborating to establish a tunnel worker training facility in the LA region. Currently the only training facility for tunnel worker is in Seattle, Washington which creates hardship for individuals to participate. Establishment of a local tunnel worker training facility will help fulfill the LA regions need for tunnel workers with priority given to females interested to start a career in the construction industry.
- Metro in partnership with Building Next Gen, LA County AJCC, East Los Angeles Community College, and trades to host an in-person job-fair event on April 13, 2022, to promote careers in construction. This event will focus on recruiting females interested to start a career in construction.
- Metro to plan a Joint Awareness Campaign in collaboration with LAOCBTC, union trades, prime contractors, and community-based organization with a focus of building future workforce capacity with special focus on females.
- Consistently 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 have invited Metro's prime contractors to participate and recruit females interested in starting a career in construction.
- Collaborate with Women in Non-Traditional Employment Role (WINTER) to continuously seek grant opportunities to help empower, train, educate and prepare women for transformative careers in the construction industry. Metro has supported WINTER in their grant application to the State of California - WIOA Equity and Special Populations Program. In addition, Metro shall provide continuous employment referral to female graduates of WINTER on Metro project sites.

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.

---

**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. Metro's PLA/CCP provides training and employment opportunities in the construction industry to individuals from economically disadvantaged areas and individuals that are socially barriered. As of this reporting period, over \$426 million in wages have been paid to individuals residing in economically disadvantaged areas and over \$78 million in wages paid to disadvantaged individuals.

**EQUITY PLATFORM**

Metro's Project Labor Agreement and Construction Careers Policy enhance equity to marginalized and vulnerable community members by creating employment opportunities in the construction industry for workers with historical barriers to employment. In addition, through Executive Order (EO) 11246, 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. As of this reporting period, all active PLA/CCP construction projects have exceeded the minority participation goal of 28.30%. Female participation is below the EO11246 goal of 6.9%, however this report summarizes the effort undertaken by staff to increase female participation, including outreaching to women in construction to obtain insight and best practices to contractors and female workers in the construction industry (details in Attachment B). Further, Jobs Coordinators working with Metro's prime contractors are performing outreach activities to disadvantaged populations with a special focus on females.

**NEXT STEPS**

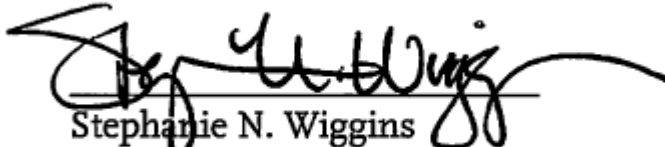
DEOD staff will continue to monitor contractor's efforts and initiate the various strategies and activities as outlined in this report. Staff will continue to monitor and deliver best practices, initiatives, and outreach efforts to promote awareness, engagement, and participation in construction career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

**ATTACHMENTS**

Attachment A - PLA/CCP Quarterly Brochure  
Attachment B - Women in the Trades Resource Guide

Prepared by: Angela Scott, Senior DEOD Representative (213) 922-1028  
Michael Flores, Manager, DEOD (213) 922-6387  
Miguel Cabral, Executive Officer, DEOD (213) 418-3265

Reviewed by: Debra Avila, Deputy Chief, Vendor/Contract Management Officer  
(213) 418-3051

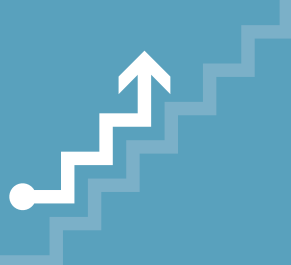


Stephanie N. Wiggins  
Chief Executive Officer

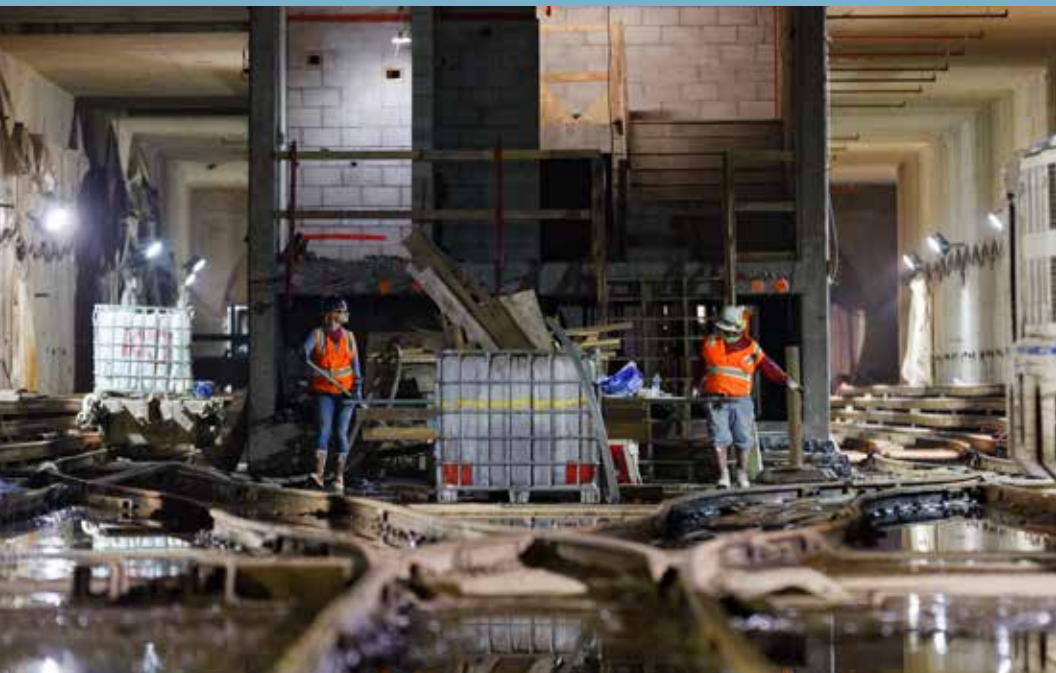


# WIN-LA

WORKFORCE INITIATIVE NOW  
METRO LOS ANGELES



# PLA/CCP



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

December 2021



**Metro**<sup>®</sup>



## Overview

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

The PLA goals are:

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

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

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

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

# Figures at a Glance

## PLA CONTRACTS – INCEPTION TO DATE



## CONTRACT VALUE



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

## APPRENTICE WORKERS



CRENSHAW/LAX  
TRANSIT CORRIDOR  
PROJECT (PROJECT  
BEGAN 8/2013)



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

**22,654,619.93 hours**

TOTAL CONSTRUCTION HOURS  
THROUGH DEC 2021

**17,051,160.48 hours**

TOTAL APPRENTICEABLE HOURS  
THROUGH DEC 2021

**58.21% (13,188,221.75 hours)**

ECONOMICALLY DISADVANTAGED

**21.86% (3,726,927.71 hours)**

APPRENTICE

**10.69% (2,421,250.46 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 construction is below 3%, Metro's goal is to exceed Executive Order 11246's goal of 6.9%. Metro's current female participation average is 3.66%.


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.


# Female Participation Score Card


DECEMBER 2021


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	%
Airport Metro Connector Site Work & Rails System Construction Project	Hensel Phelps/Herzog	A	8.23%
Metro Center Street Project Design/Build	Amoroso Construction Co., Inc.	B	6.38%
Purple Line Extension, Section 3 – Stations Design/Build	Tutor Perini/O&G, JV	B	5.57%
Division 20 Portal Widening Turnback	Tutor Perini Corp	C	4.54%
Regional Connector Transit Corridor Design/Build	Regional Connector Constructors, JV	C	4.31%
Purple Line Extension, Section 3 – Tunnel Project D/B	Frontier Kemper/Tutor Perini, JV	C	4.19%
Westside Subway Extension Project, Section 1 – Design/Build	Skanska, Traylor, Shea, JV	C	3.71%
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	C	3.60%
Westside Purple Line Extension Project, Section 2 – Design/Build	Tutor Perini/O&G, JV	D	2.83%
Willowbrook/Rosa Parks Station Improvements	Icon-West	F	1.50%
Metro Div 1 Maintenance & Transportation Bldg. Renovation	AP Construction, Inc.	F	1.39%
Roof Replacement Project at Metro Div 11 & 22	Archico Design Build Inc.	F	0.84%
Soundwall #11 Construction	Powell Constructors, Inc.	F	0.51%
1st/Central Street Eastside Access Improv Project (EAIP)	Griffith Company	F	0.00%

 **A** 6.9% and above

 **B** 4.6% to 6.8%

 **C** 3.1% to 4.5%

 **D** 1.6% to 3.0%

 **F** 0% to 1.5%

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

# Current PLA/CCP Project Attainments

TARGETED WORKER ACTIVITY BY ACTIVE PROJECT (CUMULATIVE)	% PROJECT COMPLETE	PLA/CCP			% OF DISADV WORKERS IN THE CRIMINAL JUSTICE SYSTEM CATEGORY
		GOAL 40% ECON DISADV	GOAL 20% APPRENTICE	GOAL 10% DISADV	
Crenshaw/LAX Transit Corridor	98.60%	60.00%	23.59%	10.31%	34.46%
Regional Connector Transit Corridor Design/Build	98.40%	61.59%	20.17%	11.09%	73.26%
Westside Subway Extension Project, Section 1 – Design/Build	70.89%	61.38%	20.36%	12.83%	71.13%
Westside Purple Line Extension Project, Section 2 – Design Build	33.44%	40.98%	16.00%	4.83%	42.98%
Purple Line Extension, Section 3 – Tunnel Project D/B	68.43%	38.24%	19.05%	4.90%	48.69%
Purple Line Extension, Section 3 – Stations Project D/B	8.55%	63.52%	10.45%	10.10%	77.76%
Soundwall #11 Construction	99.07%	42.09%	17.29%	10.71%	41.88%
Willowbrook/Rosa Parks Station Improvements	99.44%	66.35%	24.39%	9.62%	49.19%
Metro Div 1 Maintenance & Transportation Bldg Renovation	98.79%	57.84%	25.93%	13.16%	24.90%
Roof Replacement Project at Div 11 & 22 D/B	98.89%	43.30%	32.85%	12.05%	43.54%
Division 20 Portal Widening Turnback	47.09%	43.75%	19.79%	0.49%	32.06%
Metro Center Street Project D/B	16.34%	77.79%	7.92%	0.00%	0.00%
Airport Metro Connector Site Work & Rails System Construction Project	33.72%	53.21%	18.12%	4.31%	0.00%
1st/Central Street Eastside Access Improv Project (EAIP)	22.93%	24.60%	18.30%	15.91%	86.96%

\*Project hours increased from added scope of work.

Data through December 2021

# 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
<b>Crenshaw/LAX Transit Corridor</b>	11.21%	1.48%	20.60%	63.19%	0.79%	2.75%	76.67%	3.60%
<b>Regional Connector Transit Corridor Design/Build</b>	5.54%	0.86%	20.53%	65.53%	0.76%	6.78%	72.69%	4.31%
<b>Westside Subway Extension Project, Section 1 – Design/Build</b>	8.94%	1.65%	21.33%	61.64%	0.50%	6.04%	72.73%	3.71%
<b>Westside Purple Line Extension Project, Section 2 – Design/Build</b>	5.56%	1.59%	24.02%	63.46%	1.18%	4.19%	71.79%	2.83%
<b>Purple Line Extension Project, Section 3 – Tunnel Project D/B</b>	5.04%	0.71%	26.99%	62.07%	1.61%	3.58%	69.43%	4.19%
<b>Purple Line Extension Project, Section 3 – Stations Project D/B</b>	0.89%	2.31%	23.88%	71.96%	0.12%	0.85%	75.28%	5.57%
<b>Soundwall #11 Construction</b>	3.52%	0.01%	11.94%	80.11%	0.00%	4.41%	83.64%	0.51%
<b>Willowbrook/Rosa Parks Station Improvements</b>	3.70%	2.09%	16.11%	69.26%	0.06%	8.77%	75.11%	1.50%
<b>Metro Div 1 Maintenance &amp; Transportation Bldg. Renovation</b>	5.39%	0.00%	3.33%	59.24%	0.33%	31.71%	64.96%	1.39%
<b>Roof Replacement Project Div 11 &amp; 22</b>	2.11%	1.59%	6.43%	75.47%	0.00%	14.39%	79.17%	0.84%
<b>Division 20 Portal Widening Turnback</b>	5.22%	0.88%	27.81%	62.80%	0.71%	2.58%	69.61%	4.54%
<b>Metro Center Street Project D/B</b>	16.27%	3.37%	46.49%	32.91%	0.00%	0.96%	52.55%	6.38%
<b>Airport Metro Connector Site Work &amp; Rails System Construction Project</b>	3.56%	3.15%	17.13%	60.41%	0.15%	15.61%	67.27%	8.23%
<b>1st/Central Street Eastside Access Improv Project (EAIP)</b>	15.91%	0.00%	2.64%	75.73%	0.00%	5.71%	91.64%	0.00%

Closed project attainments may be found by visiting Metro's PLA/CCP website at [metro.net/pla](http://metro.net/pla).

Based on contractors reported data as of December 2021



# 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 areas.

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.



## 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, (B.O.O.T.S.), 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:



## Jacquie Anzaldo

Jacquie Anzaldo was raised in Wilmington, CA, a single mother with a criminal background has beaten the odds of her employment barriers post incarceration. Jacquie was given a second chance in life when sponsored into Local 300 Laborers Union, which led to her current employment on the Westside Purple Line Subway Extension Project, Section 1. Jacquie is grateful for the opportunity to be able to rebuild her life and have a career in construction.



## 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 Dorough

In 2017, Jenna Dorough 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 of 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.



## 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, (B.O.O.T.S.). 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.



## Dezdon Lewis

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



## Belia Lopez

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



## John Mackey

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



## Marely Mendoza

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



## Ricshawn Moore

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



## Cynthia Piña

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



## 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).



## 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.



# Women Build Metro LA (WBMLA)

Women Build Metro LA is a culmination of community advocates, stakeholders and decision makers, including private and public sectors. Together we are committed to increasing the ranks of qualified women candidates for apprenticeship and placement with all Trades. With our partners and stakeholders, including our Women 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's introduction into all aspects of the transportation industry, including administration, professional ranks, operations and more.

## Contact Us

For more information, please 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

**PLA Hotline**  
888.887.3674

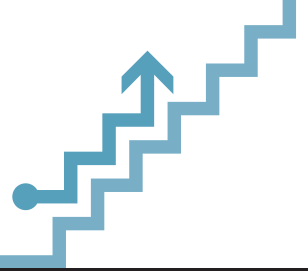


**Metro**<sup>®</sup>



**WIN-LA**

WORKFORCE INITIATIVE NOW  
METRO LOS ANGELES



# PLA/CCP



## Women in the Trades Resource Guide

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




**Metro**<sup>®</sup>



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

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

# Table of Contents

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



## 1. Outreach Strategies

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

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

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

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

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

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

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



12. United Auto Workers (UAW Crenshaw South Los Angeles WorkSource Center): *letc.com*
13. Watts Labor Community Action Committee (WLCAC Watts WorkSource Center): *wlcac.org*
14. Pacific Asian Consortium in Employment (PACE WorkSource Center): *pacela.org*

**d. Coordinate with Metro’s Workforce Initiative Now-Los Angeles (WIN-LA) to provide supportive services and career coaching for candidates seeking careers in the construction industry. To learn more about WIN-LA, please visit [winla.metro.net](http://winla.metro.net).**

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

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

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

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

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

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

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



## 2. Recruitment

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

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

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

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

## Child Care & After-School Programs

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

## Gender Sensitivity & Management Training Resources

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

## Ex-Offender/New Contributor Resources

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



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

## Healthcare/Housing Resources

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

## Healthcare/Housing Resources (cont.)

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

## Financial Literacy Resources

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

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

## Contact Us

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

**Miguel Cabral**, *Executive Officer*  
213.418.3270

**Michael Flores**, *Director (Interim)*  
213.922.6387

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

**Melvin Santos**, *DEOD Representative*  
213.922.2178



**Metro**<sup>®</sup>



Project Labor Agreement (PLA)/  
Construction Careers Policy (CCP) Report  
Executive Management Committee  
April 21, 2022

# PLA/CCP Program Achievements

- **Attainment - Program Inception to December 2021**
  - 58.28% Economically Disadvantaged
  - 21.84% Apprentice
  - 10.79% Disadvantaged
- >\$426 Million paid to Targeted Workers \*
  - >\$78 Million paid to Disadvantaged Workers \*
  - >\$120 Million paid to Apprentice Workers\*\*
- Exceeded Targeted/Apprentice/Disadvantaged Worker Goals
- No work stoppages or lockouts

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

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

(Workers may fall into multiple categories)



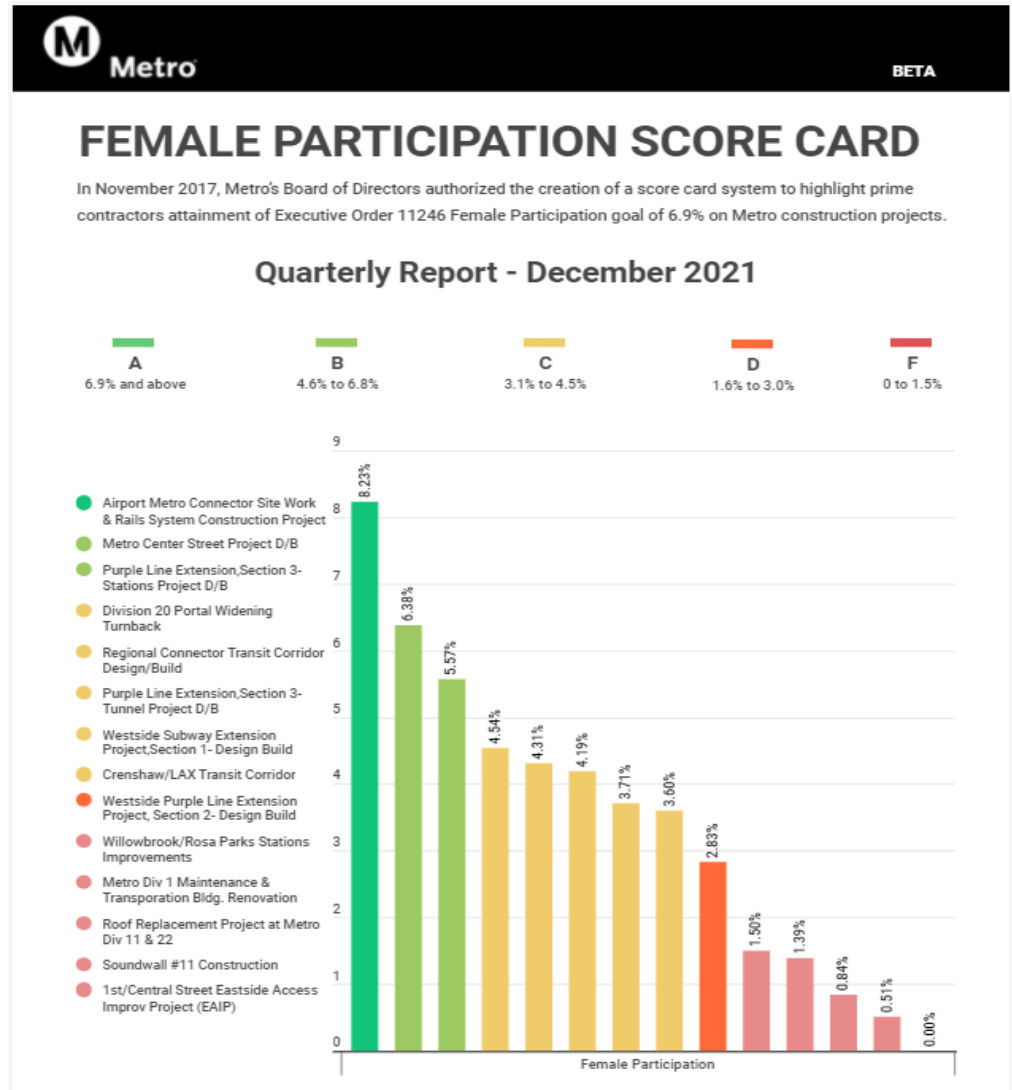
**Metro**

# Prime Contractors

- Metro's mega-project prime contractors are in attendance
- We thank them for their continued partnership in ensuring that Metro's goals are met

# Female Participation Score Card

- ❖ Overall female participation attainment is 3.69%
- ❖ Highest rating as of FY22 Q2 reporting is A grade

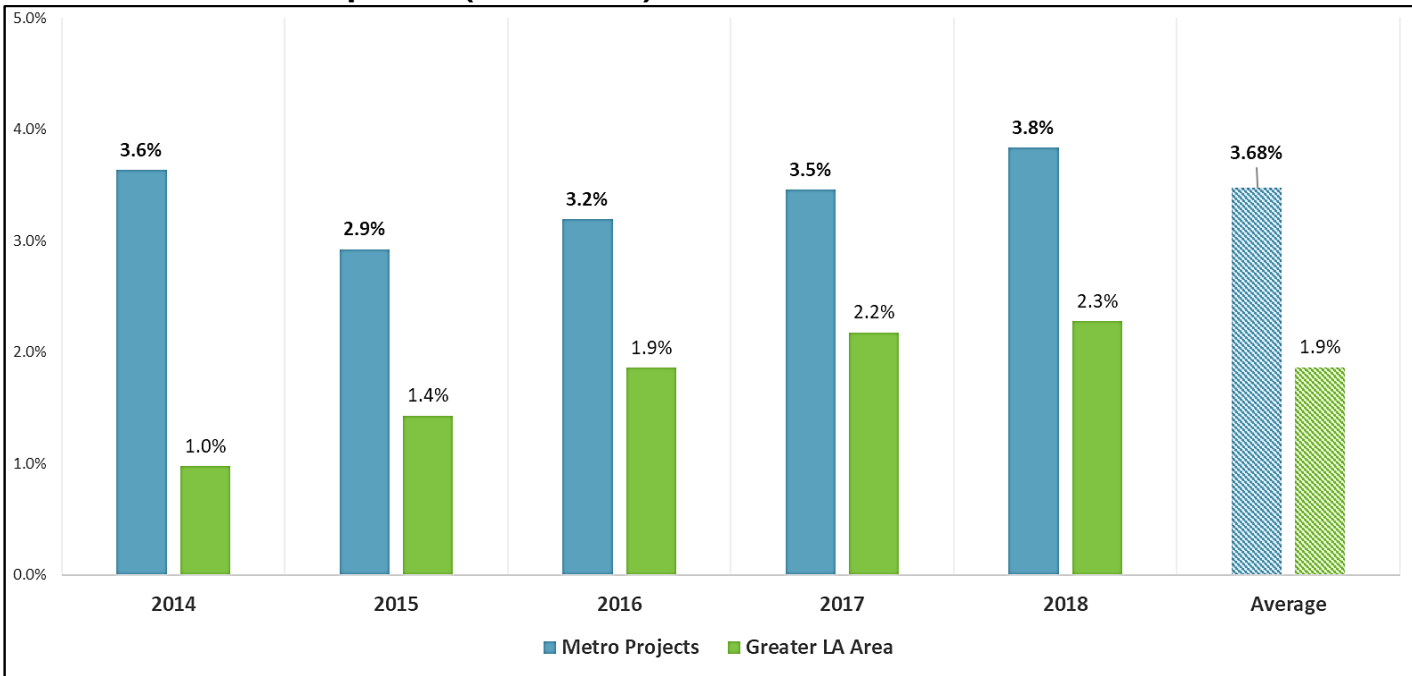




# Metro Female Participation Comparison

- Chart Below represents Metro female participation in comparison to other non-Metro projects in the region.

**Metro Female Participation (2014-2018)**



Source: Estalano Lesar Advisors – Disparity Study

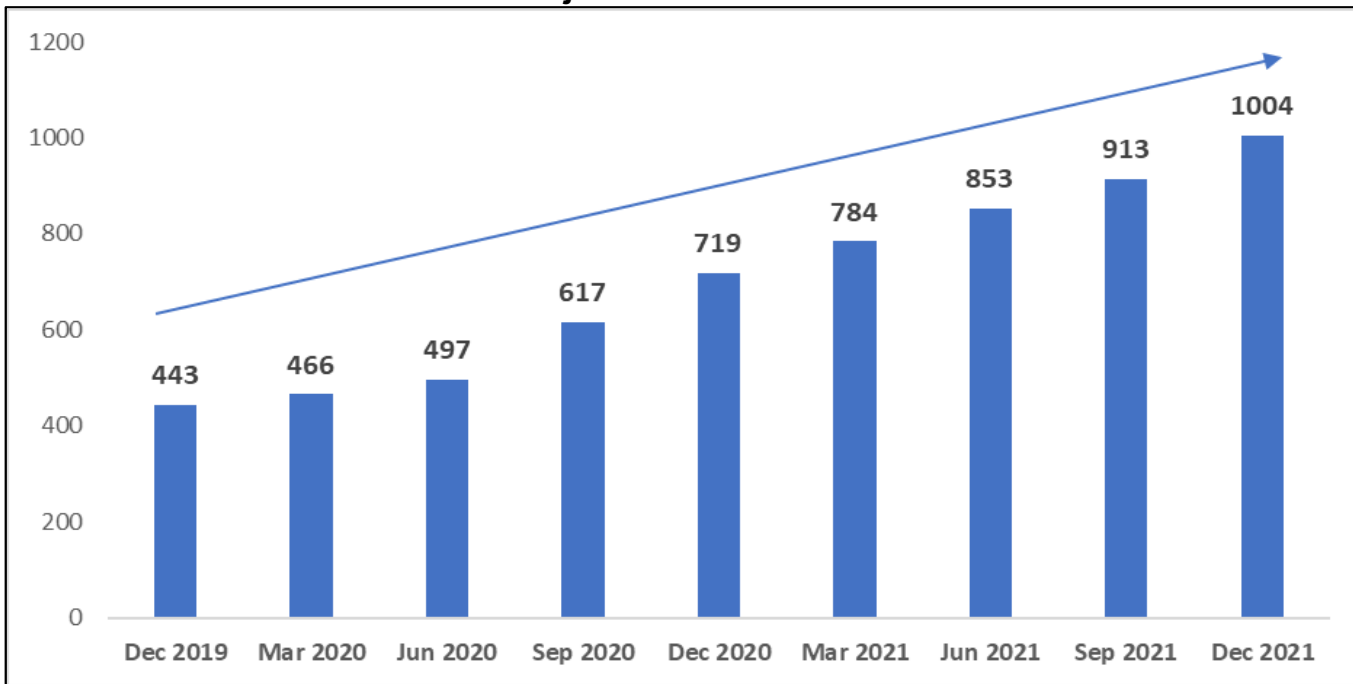


**Metro**

# Success Stories

- Over 1000 females have worked on Metro PLA/CCP construction projects

**No. of Females on Metro Active Projects**



Source: As reported by the prime contractors



**Metro**

# Women in the Trades Action Plan

- Metro and Laborers Union (Local 300) collaborating to establish a tunnel worker training facility in the LA region. Currently the only training facility for tunnel worker is in Seattle, Washington which creates hardship for individuals to participate. Establishment of a local tunnel worker training facility will help fulfill the LA regions need for tunnel workers with priority given to females interested to start a career in the construction industry.
- Metro in partnership with Building Next Gen, LA County AJCC, East Los Angeles Community College, and trades to host an in-person job-fair event on April 13, 2022. This event will focus on recruiting females interested to start a career in construction.
- Metro to plan a Joint Awareness Campaign in collaboration with LAOCBTC, union trades, prime contractors, and community-based organization with a focus of building future workforce capacity with special focus on females.
- Collaborate with Women in Non-Traditional Employment Role (WINTER) to continuously 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 referral to female graduates of WINTER on Metro project sites.
- Consistently support the Women Build Metro LA (WBMLA) events.



# Support of Women Build Metro LA (WBMLA)

## TEAM Members:

- Jan Davis – Asst. DEOD Representative
- Olga Lopez – Sr. DEOD Representative
- Angela Scott – Sr. DEOD Representative
- Sidney Urmancheev – DEOD Representative
- Michael Flores – Manager, DEOD

# PLA/CCP 10 Year Anniversary Video

Video link (here)



Thank you



Metro®