



Exposition Metro Line
Construction Authority


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DATE: OCTOBER 5, 2006

TO: BOARD OF DIRECTORS

FROM: RICHARD D. THORPE 
CHIEF EXECUTIVE OFFICER

ACTION: ADOPT THE JOBS PROGRAM PLAN FOR THE EXPOSITION
LIGHT RAIL CONSTRUCTION PROJECT

RECOMMENDATION

Adopt the Jobs Program Plan for the Expo Light Rail Line Construction Project, as shown in Attachment A.

SUMMARY

The contract between the Exposition Metro Line Construction Authority (Authority) and the Design/Build Contractor, requires the contractor to implement a jobs program during construction of the light rail line. The Authority has retained The Solis Group to work with both the Authority and the Contractor to develop a Local Jobs Program Plan (Plan). This Plan (Attachment A) outlines the framework and goals of the Local Jobs Program and the provisions described in this Plan will become the foundation of the program when it is implemented by the Contractor.

DISCUSSION

The Solis Group has worked with the Expo Board and Board staff, Authority staff, and the Contractor to develop the framework and goals for the Local Jobs Program Plan. The Solis Group, as well as the Contractor, has met with the unions, major stakeholders and community based organizations to provide input into this Plan. This Plan outlines the roles and responsibilities of the contractor, sets goals and provides the framework for the Local Jobs Program. This Plan will serve as the blueprint for the Contractor in his development and

implementation of a Local Jobs Program. The Local Jobs Program will be implemented before the start of major construction.

After the program is implemented, the Contractor will work with the Authority to track and monitor the success of the program in meeting the goals outlined in this Plan. The Board will receive regular reports on the program and updates on the Contractor's progress in meeting the goals outlined in this Plan.

FINANCIAL IMPACT

There are no financial impacts to the Authority with the adoption of this Plan. Financial costs associated with the implementation of this plan will be borne by the Contractor.

NEXT STEPS

After the program is implemented, the Authority staff will provide updates on the Local Jobs Program on a regular basis.

ATTACHMENT(S)

A. Local Jobs Program Plan

**Exposition Metro Line Construction Authority
Metro Rail Exposition Light Rail Transit Project**

Local Jobs Program Plan

Mission Statement

The Contractor will provide residents of communities adjacent to the Exposition Light Rail Transit Project access to project-related job training and employment. The Authority will work with the Contractor to monitor implementation of the jobs program.

Goals

1. Assemble a construction workforce that reflects the diverse demographics of the Metro Rail Exposition Light Rail Transit Project Corridor (Corridor) community.
2. Promote the utilization of Corridor residents for all jobs (both trade and non-trade) on the Metro Rail Exposition Light Rail Transit Project (Expo Project).
3. Work to ensure that Corridor residents work 30% or more of all hours performed on the construction of the Expo Project.
4. Encourage the employment of at-risk residents, including ex-offenders, disenfranchised youth, and the homeless.
5. Coordinate with local-area Community Based Organizations (CBOs) to recruit Corridor residents for construction trade opportunities (pre-apprenticeship programs, other public works projects, etc.).
6. Conduct thorough tracking of all participants to increase their chances of success in the Local Jobs Program.
7. Maintain a drug-free workforce at all times.
8. Direct job-ready candidates to other public works projects, if requested.

9. Encourage local resident hiring goals for design and professional services positions, in addition to construction.

10. Implement a DBE program that exceeds the goal of 20% through each phase of the project and work to engage DBE firms from within the Expo Corridor.

Approach

The Expo Project Corridor alignment area comprises one of the most densely populated areas west of the Mississippi, with approximately 2.5 million residents. Of these, almost 2 million are working-age adults. At eleven percent (11%), the unemployment rate for these residents is almost double the national average, according to Census 2000 data. Even for those who are employed, chronic underemployment and low-wage jobs have resulted in a high poverty rate within the Expo Corridor. At twenty-three percent (23%), the percentage of all residents within a five-mile radius of the Expo Line who are living below the poverty level is nearly double the national rate.

Beyond short-term job opportunities, Expo Corridor residents are in need of long-term, meaningful employment that will bring much-needed economic empowerment to themselves, their families, and the region as a whole. The Expo Project's Local Jobs Program will help foster sustainable employment and stable careers for Expo Corridor residents by giving some of the area's hard-to-reach and underserved residents an opportunity to enter the construction trades. In this way, the Expo Local Jobs Program will have a positive impact on its adjoining neighborhoods for years after the Project is completed.

To achieve this goal, the Expo Local Jobs Program will work with Community Based Organizations to prepare candidates for entry into construction trade apprenticeship training programs. These apprenticeship training programs offer Corridor residents the opportunity to access high paying construction jobs with excellent fringe benefits and the promise of additional training and advancement. The fact that construction remains a high growth industry, coupled with California regulations that require contractors working on public works projects to employ apprentices, ensures that those who enter construction trade apprenticeship programs will have ample opportunities for employment.

The Expo Local Jobs Program approach consists of the following major elements: community outreach and education, a Community Based Organization collaborative that works to recruit viable candidates, referrals into pre-apprenticeship training, job placement/apprenticeship registration, and thorough tracking of candidates.

I. Contractor Responsibilities

The Contractor is committed to establishing a strong Local Jobs Program within the Expo Corridor. To this end, the Prime Contractor shall designate a Local Jobs Program Officer to oversee the implementation and progress of the Local Jobs Program. These responsibilities include, but are not limited to the following:

- ▶ Community outreach and Local Jobs Program education.
- ▶ Actively working with Community Based Organizations to recruit candidates and to refer these candidates into construction trade-related apprenticeship training programs.
- ▶ Job placement on the Expo Project and referral to other local public works projects.
- ▶ Complying with Executive Order 11246 for Equal Employment Opportunity (EEO).
- ▶ Tracking candidates and keeping records of job training and job placement on the Expo Project. Job placement shall be tracked according to man-hours performed by each worker.
- ▶ Maintaining good public relations and keeping the community informed through various communications media.
- ▶ Monthly reporting to the Expo Authority's Local Jobs Program Compliance Officer.

II. Community Outreach and Education

Outreach will focus on educating underrepresented Corridor residents about the Local Jobs Program components and benefits and encouraging them to participate in the Expo Local Jobs Program.

A special focus of the program will be on reaching at-risk and hard-to-serve Corridor residents, and ensuring that interested candidates receive the supportive services they need to successfully enroll into and complete the program.

Information about the Expo Local Jobs Program will be disseminated to Corridor residents in the following ways:

- ▶ Community Meetings and Educational Workshops sponsored by the Contractor:
 - Meetings at District Council field offices, community service and Community Based Organization offices, educational institutions, etc.
 - Attend and participate in community job fairs and workshops
 - Announcements at Faith-Based Organizations

- ▶ Door-to-Door Outreach
 - Going door-to-door throughout the Expo Project area to leave doorknob flyers about the Local Jobs Program
 - Conducting meetings at individual public housing centers

- ▶ Distribute Flyers at:
 - Employment offices
 - Career centers
 - High school and technical training centers
 - Centers that cater to at-risk residents
 - Community Based Organizations

III. Community Based Organization Collaborative

Partnering with several Community Based Organizations that are based in the Expo Corridor is an essential component of the Expo Local Jobs Program. Formal alliances with Community Based Organizations and community resources will facilitate recruitment of candidates for enrollment into pre-apprenticeship training programs and/or employment directly with the Project contractor. In addition, these Community Based Organizations shall be chosen for their ability to provide basic services to job seekers, such as interview and resume skills, vocational rehabilitation, day care, transportation assistance, and any other services that will help to break down barriers to employment.

To the extent possible, the Expo Local Jobs Program will utilize any existing job training collaborative within the Corridor area to maximize the effectiveness of the program and facilitate the cost-effectiveness of the Local Jobs Program. The Expo Local Jobs Program will work with existing job training collaboratives, which provide job-training services

to Corridor residents interested in pursuing careers in the construction industry.

- ▶ The Expo Local Jobs Program will establish a collaborative of Community Based Organizations that will facilitate the referral of candidates into pre-apprenticeship training programs.
- ▶ A Request for Qualifications (RFQ) will be issued to select the most qualified organizations as partner Community Based Organizations. This RFQ process ensures that the selection of partner Community Based Organizations is regarded by all participants as fair.
- ▶ There should be at least one Community Based Organization in the Collaborative from each of the three segments along the Expo Corridor and at least one at-large within the Expo community in order to ensure a wide reach.
- ▶ Community Based Organizations should meet the following general criteria:
 - Established client base within the Corridor area.
 - Either provide, or be in an alliance with organizations that provide, comprehensive pre-apprenticeship program training.
 - Provide comprehensive supportive services such as job training skills, vocational rehabilitation, day care, transportation assistance, and other services that break down barriers to employment.
 - Have a track record of providing basic services to job seekers.
 - Be able to provide services in a cost-effective manner.
- ▶ Special consideration may be given to Community Based Organizations serving at-risk populations.

Outreach and work with partner Community Based Organizations will begin before the start of major construction on the project, so that candidates can enter into pre-apprenticeship training and begin work on the Expo Project when major construction work begins.

IV. Pre-Apprenticeship Training Program Referrals

The Contractor will work with the partner Community Based Organizations to refer people into pre-apprenticeship training

programs. Many of the Community Based Organizations work closely with already established pre-apprenticeship training programs. These programs are central to the success of the Expo Local Jobs Program as they prepare candidates who have no previous construction work experience for entry into the Union Apprenticeship Programs and to then begin work on the Expo Project or other local public works projects.

A pre-apprenticeship training program prepares local residents for what they will face when they arrive on the jobsite, and gets them ready to enter skilled apprenticeship programs. Pre-apprenticeship training programs lay the groundwork for future specialization in a skilled trade or craft. Pre-apprenticeship training programs will be crucial in preparing corridor residents for careers in the construction trades by providing the basic skills and support needed for candidates to succeed.

While pre-apprenticeship training does not guarantee a job, pre-apprenticeship graduates have a higher rate of success in apprenticeship programs and many graduates get placed into apprenticeship programs when the pre-apprenticeship training is over – if not before.

Candidates will be referred into the pre-apprenticeship training program in the following ways:

- ▶ Partnering Community Based Organizations will identify and assess viable candidates. Basic skills training or support services will be provided by partnering Community Based Organizations to any candidate that requires such services. Once candidates pass an initial assessment, they will be referred to a comprehensive pre-apprenticeship program for training.
- ▶ Candidates that are recruited through community outreach efforts will also be directly referred to a pre-apprenticeship training program or to an appropriate Community Based Organization within the collaborative if they require additional help with basic services.

V. Job Placement Procedures

The focus of the Expo Local Jobs Program is to get Corridor residents into the construction trades, and more specifically, to ensure that the Corridor's traditionally underrepresented minorities find work on the Expo Project and other local public works construction projects.

The Expo Local Jobs Program will be structured so that a candidate will be directed to the appropriate placement opportunity based on his/her work experience and skill level. Because candidates' backgrounds will vary, some candidates will have some construction experience but no union affiliation, while other candidates may require completion of a pre-apprenticeship program before beginning work on construction projects. The Expo Local Jobs Program will have several job placement options to accommodate the individual needs of each candidate. The Expo Local Jobs Program will work to place candidates on the Expo Project or will refer candidates to other public works construction projects in the region.

- ▶ The Contractor's Single-Project Special Agreement with signatory trade unions will allow the unions to dispatch local-area trade workers to the project *before* dispatching workers who do not reside within the Expo Project ZIP Codes. Without the Single-Project Special Agreement, the unions would dispatch the worker at the top of the "out-of-work list" without regard to residency.
- ▶ The Contractor will also include language in these agreements specifying flow-down requirements for all of its subcontractors, which encourage the employment of local workers that reflect the demographic diversity of the alignment area.
- ▶ The Contractor will work with graduates of the pre-apprenticeship training program and direct them into a Union-sponsored Apprenticeship Program.
- ▶ Some candidates who already have construction experience, but do not become employed on the Expo Project, may be referred to other public works projects in the region.
- ▶ The Contractor will establish an in-house employment opportunity program with each joint venture's Human Resources Department to post job openings related to the Expo Project as well as jobs throughout their organizations. These opportunities will be communicated via email to Community and Faith-Based Organizations.
- ▶ Establish relationships with technical/trade schools and community colleges to post jobs and recruit.
- ▶ Corridor residents interested in pursuing a career in the construction industry, but not necessarily by performing trade work, may be referred to Project contractors that have non-trade (professional) job opportunities.

VI. Ensuring a Construction Workforce that Reflects the Diverse Demographics of the Corridor Area

Each contractor that works on the Expo Light Rail Project shall be required to assemble a labor workforce that reflects the diverse demographics of the Corridor community. Since a portion of the Expo Project is federally funded, all contractors who are working on the project are subject to Executive Order 11246 for Equal Employment Opportunity (EEO).

Executive Order 11246 states that the contractor will not discriminate against any employee or applicant because of race, color, religion, sex, or national origin. In practice, this means that contractors must take active steps to create a diverse workforce.

According to the Census 2000, the percentage of African-Americans living within a five-mile radius of the rail alignment is almost 14%, and is significantly higher in neighborhoods that are immediately adjacent to the Line. Latino residents form the single largest group within a five-mile radius of the Expo Project, making up more than 40% of the total population. Asian-Americans represent about 10% of the total population, and White Americans represent about 26%.

The Contractor and its subcontractors will work proactively to ensure a diverse workforce from the commencement of work on the Project. To this end, the Contractor's Single-Project Special Agreements with the major trade unions (Carpenters, Electricians, Laborers, etc.) will allow the signatory union halls to call workers "out of order" in order to meet alternative outreach goals.

VII. Tracking Candidates

To ascertain the number of Corridor residents who the Expo Local Jobs Program helped facilitate into careers within the construction industry, the Expo Local Jobs Program shall track all Corridor residents who seek job training and employment through the Expo Local Jobs Program.

- ▶ A file will be created for any Corridor resident who enrolls in the Expo Local Jobs Program.

- ▶ The Expo Local Jobs Program Officer will track each candidate's progress and eventual placement.

VIII. Community / Public Relations

The Contractor shall keep the community notified of its efforts and progress towards meeting the goals of the Expo Local Jobs Program through the use of various media sources, such as press releases and/or construction newsletters. Media outlets along the corridor will be utilized to communicate information about the Expo Local Jobs Program and to notify the community regarding hiring and training opportunities.

IX. Monitoring Progress

To ensure that Program goals are being met, the Expo Local Jobs Program Officer will report monthly the following statistics:

- ▶ The number of days and hours, both monthly and cumulative, worked by Corridor residents on the Expo Project.
- ▶ The number of candidates who were recruited through outreach, who completed the pre-apprenticeship training program, and who were either registered with a union, hired by Expo Project Contractors, or hired by other public works contractors for another construction project.

Schedule

<u>ACTIVITY</u>	<u>COMPLETION</u>
Community Based Organization Outreach (CBO)	September 2006
Development of CBO RFP	September/October 2006
Issuance of RFP	November 2006
CBO Partner Selection	December 2006
Union Coordination	November/December 2006
Begin Jobs Program	January 2006