Bond Program Overview
Agenda

1. Structure - Organizational Chart
2. Measure J Bond Program General Principles
3. Active Project Updates
4. Sustainability
5. Project Labor Agreements (PLAs)
Master Plan 2021 to 2030

• Board approved Brailsford & Dunlavey for Master Plan services

• Facilities Master Plan Goal
  • Validate current facilities planning through 2025
  • Validate District’s Planning for phase II of Measure J and beyond.
  • Visioning and high level space planning for all District sites through 2030 based on directions outlined in the Educational Plan
Structure - Organizational Chart
Organizational Chart - Campuses
Bond Program General Principles

- Invest bond funds in projects, not staffing
- Minimize disruption to education
- Logistics of projects to limit areas in construction and avoiding rework
- Obtain matching funds whenever possible
- Spend on projects that will last the lifetime of bond
- Good stewards of taxpayer dollars
Active Project Updates
Active Projects:
1. New SEM
2. New VRC/SAC Renovation
3. Veterans’ Memorial Bridge, Plaza, and Tribute Garden
4. Pond Refurbishment

Upcoming Projects:
A. Fine Arts Capital Improvement
## Cypress College - Active Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Start Date</th>
<th>Estimated Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veterans’ Memorial Bridge, Plaza &amp; Tribute Garden</td>
<td>Feb. 2019</td>
<td>Apr. 2020</td>
</tr>
<tr>
<td>Pond Refurbishment</td>
<td>Feb. 2019</td>
<td>Apr. 2020</td>
</tr>
</tbody>
</table>
Cypress College - Science Engineering Math
Cypress College - VRC/SAC / Tribute Garden
Fullerton College Projects
Active Projects:
1. New Instructional Building
2. Renovate Buildings 300 and 500
3. Building 300 and 500 Sewer Line Replacement
4. Central Plant Replacement and Expansion

Upcoming Projects:
A. New Parking Structure
B. New Maintenance and Operations Building
C. New Horticulture/Lab School/STEM Lab
D. New Performing Arts Complex
Fullerton College - New Instructional Building

https://youtu.be/maxiFuXFrGI
## Fullerton College - Active Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Start Date</th>
<th>Estimated Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Instructional Building</td>
<td>Winter 2019/20</td>
<td>Summer 2021</td>
</tr>
<tr>
<td>Central Plant Replacement &amp; Expansion</td>
<td>Summer 2020</td>
<td>Summer 2021</td>
</tr>
<tr>
<td>Sewer Line Replacement for Bldgs. 300 &amp; 500</td>
<td>Summer 2020</td>
<td>Summer 2020</td>
</tr>
<tr>
<td>Renovate Buildings 300 and 500</td>
<td>Summer 2021</td>
<td>Winter 2023</td>
</tr>
</tbody>
</table>
Fullerton College - Chapman Parking Lot
Fullerton College - Chapman Parking Lot
Fullerton College - Other Updates

• OCTA Student Bus Pass
  • Enrolled Students
  • 12 or more units

• Sale of Properties on Wilshire Ave and Amerige Ave.
Anaheim Campus Projects
Active Projects:
1. 7th and 10th Floor Buildout
2. 5th Floor CTE and 2nd Floor Room 215

Upcoming Projects:
A. Upper Deck Parking Lot Refurbishment
Anaheim Campus - Other Updates
IT Network Refresh at Cypress, Fullerton, and Anaheim Campuses

- Shandam Consulting completed design in 2018 - Local Funds
- PlanNet Consulting was chosen as the Project Manager for the IT Network Refresh District-wide. - Local Funds
- Rejection of all bids following evaluation of submittals
- Examining alternatives
Measure J - Cash Flow Projection
Measure J - Cash Flow Projection

<table>
<thead>
<tr>
<th>Q4-2018 Bond Program Figures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase Orders Issued - Measure J</td>
<td>$118,959,470</td>
</tr>
<tr>
<td>Purchase Orders Pending Issuance - Measure J</td>
<td>$50,439,219</td>
</tr>
<tr>
<td>Encumbrances / Committed</td>
<td>$169,398,689</td>
</tr>
<tr>
<td>Series A</td>
<td>$100,000,000</td>
</tr>
<tr>
<td>Expenditures</td>
<td>$21,237,976</td>
</tr>
<tr>
<td>Balance Series A</td>
<td>$78,762,024</td>
</tr>
</tbody>
</table>
**Measure J - Cash Flow Projection**

Series B (2019-2022) $150,000,000

- Timeline and Milestones for Series B Release

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 30, 2019</td>
<td>Rating Agency Meetings</td>
</tr>
<tr>
<td>May 20, 2019</td>
<td>POS Posting and Distribution to Investors</td>
</tr>
<tr>
<td>May 28, 2019</td>
<td>Pre-pricing Call</td>
</tr>
<tr>
<td>May 29, 2019</td>
<td>Final Bond Pricing Call</td>
</tr>
<tr>
<td>June 5, 2019</td>
<td>Final Official Statement for 2019 GO Bonds</td>
</tr>
<tr>
<td>June 24, 2019</td>
<td>Pre-Closing for 2019 GO Bonds</td>
</tr>
<tr>
<td>June 25, 2019</td>
<td>Closing for 2019 GO Bonds</td>
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</table>
### Agency Ratings

<table>
<thead>
<tr>
<th>Agency</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>STANDARD &amp; POOR’S</td>
<td>AA+</td>
</tr>
<tr>
<td>MOODY’S</td>
<td>Aa1</td>
</tr>
</tbody>
</table>
Measure J - Lessons Learned

- Planning Phase
  - Studies for Code Compliance of Existing Spaces
  - Account for additional square footages to accommodate support spaces in current codes - e.g. Bathrooms & Circulation

- Design Phase
  - Project Bundles & Associated Funding Sources
  - Early Involvement of Third-Party Entities - e.g. Fullerton Heritage
  - Constructability Reviews - Design Development and Construction Documents
  - DSA Electronic Submittal Process - Construction Documents Review
Measure J - Lessons Learned

• Bidding Phase
  • Early OCIP cost negotiations prior to GC/CM mobilization

• Construction Phase
  • GMP Review Period & Negotiations
  • Provisions for soft cost breakdowns per funding elements

• Bond Program
  • Implementation of Workflows Adapted to Project Delivery Methods
  • Payment Application e-Workflow
Sustainability
Sustainability Introduction

• California Community Colleges Chancellor's Office with community college districts have implemented energy and water sustainability practices to preserve California's natural environment.

• Guidance from the California Department of General Services (DGS) and leaders in community college energy and sustainability practices, California Community Colleges will endeavor toward Zero Net Energy (ZNE).

• Energy efficiency practices are part of a larger, state-wide effort to enhance the sustainability of California's governmental facilities.
Design Strategy Recommendations

- **USE** (Energy Use / Reduce) Re-assess Space Use
- **Produce** Active & Passive Solar Co-Generation
- **Store** - Active & Passive Thermal Storage
- **Share** - Heat Recovery / Smart Controls
Executive Order B 18-12
IT IS HEREBY ORDERED that State agencies, departments, and other entities under my direct executive authority (State agencies) take actions to reduce entity-wide greenhouse gas emissions by at least 10% by 2015 and 20% by 2020, as measured against a 2010 baseline...

Executive Order B 30-15
A new interim statewide greenhouse gas emission reduction target to reduce greenhouse gas emissions to 40 percent below 1990 levels by 2030 is established in order to ensure California meets its target of reducing greenhouse gas emissions to 80 percent below 1990 levels by 2050

All state agencies with jurisdiction over sources of greenhouse gas emissions shall implement measures, pursuant to statutory authority, to achieve reductions of greenhouse gas emissions to meet the 2030 and 2050 greenhouse gas emissions reductions targets.
North Orange County Community College District (NOCCCD)

Three Campuses
(Approximately 199 acres)

• Fullerton College (56 buildings)
• Cypress College (21 buildings)
• Anaheim Campus / NOCE (4 buildings)
Current Sustainability Planning on Cap-Outlay Projects

- Energy Efficiency Strategy - Energy modeling and Savings-by-Design
- All new, renovation, and expansion projects at NOCCCD will be designed to exceed Title 24, Part 6 Energy Code by 10% or LEED Silver, consistent with the Board of Governors Energy and Sustainability goals.
- All designs are required to incorporate sustainable goals for:
  - Sustainable site and storm water management
  - Water use efficiency
  - Energy and atmosphere
  - Indoor environmental quality
  - Materials and Resources - minimizing the buildings’ impact on the environment
Align Energy Master Plan + 2020 Comprehensive Master Plan

- Energy Master Planning will review existing conditions, propose measures and phased installation recommendations.

- Recommendations and implementations:
  - Energy Projects Completed to-date - Where are we..
  - Energy Reduction Strategies
  - Energy Production Strategies
  - Energy Storage Strategies
  - Water use strategies
  - District-Wide Solar Energy Master Plan
  - Electric Vehicle (EV)
  - Landscaping Principals & Practices
  - Goals and Pathway to Zero Net Energy (ZNE)
Energy Projects to Date

Cypress College Cogeneration (Cogen)

• Combining heat and power; is the simultaneous production of electricity with the recovery and utilization heat.
• Highly efficient form of energy conversion
• Can achieve primary energy savings of approximately 40%
Energy Projects to Date

• Anaheim Campus Tower HVAC Retro Commissioning (RCx) - in progress
  • Fine-tuning the existing HVAC systems in place for optimal operations
  • Efficiencies through scheduling, sequencing, controls programming, and optimizing set points.

• Cypress College LED Lighting Parking Lot replacement and retrofit reduction in electrical demand

• Fullerton College EV Charging Stations
## Energy Projects to Date

### Prop 39 Projects Years 1-5

<table>
<thead>
<tr>
<th>District Data Sets Provided by the Chancellor’s Office</th>
<th>Prop 39 State</th>
<th>Total Cost *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fullerton Interior and Exterior Lighting Retrofit</td>
<td>$394,927</td>
<td>$1,000,000</td>
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<tr>
<td>Cypress Chilled Water Thermal Energy Storage Tank (TES)</td>
<td>$1,771,203</td>
<td>$7,819,693</td>
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<tr>
<td>Fullerton Interior and Exterior Lighting Fullerton</td>
<td>$459,692</td>
<td>$484,255</td>
</tr>
<tr>
<td>Fullerton Year 5 Lighting Upgrade Additional</td>
<td>$230,587</td>
<td>$293,083</td>
</tr>
<tr>
<td>Cypress College Gym II, TE-II, TE-III HVAC - Electric Savings</td>
<td>$261,877</td>
<td>$277,649</td>
</tr>
</tbody>
</table>

* Total Cost includes utility rebates and scheduled maintenance funds
Cost Reduction Programs (District-Wide)

- District-wide Direct Access Program / CCC League Constellation Energy
- Sustainable Landscaping Practices

Proposed Energy/Sustainability Projects

- Fullerton College Additional EV Charging Stations
- Anaheim Campus Site Solar/Battery Storage and Electric Vehicle (EV) Charging Station Project
- Anaheim Campus Exterior Lighting LED conversion
- Anaheim Tower VAV Controllers

Anaheim Campus Proposed Site Layout and Solar Phasing Approach
Average BTU’s per GSF / Per Week

-10%

-21%

-10%

Fullerton

Cypress

Anaheim

BASELINE 2008

2013

2018
Project Labor Agreements (PLA)
Recap - What is a Project Labor Agreement- (PLA)?

• A pre-hire collective bargaining agreement that establishes terms and conditions of employment for a specific construction project or projects between construction unions, as a group, and contractors. (Public Contract Code ("PCC") section 2500 et seq.)

• Per PCC section 2500 PLA agreements must at least contain terms regarding:
  • No discrimination;
  • No work stoppages, strikes or lockouts;
  • Disputes are resolved by a neutral arbitrator;
  • Provides a protocol for drug testing; and
  • Contractors can bid even if they are not parties to another collective bargaining agreement.

• PLA agreements vary widely.

John P. Dacey, Esq.
## Aspects of a Project Labor Agreement (PLA)

1. Provide Uniform Wages, Benefits, Overtime Pay, Working Conditions, Rules for Dispute Resolution
2. Ensure the Project will be Completed on Time and on Budget
3. Make Projects Easier to Manage by Dealing with the PLA Rather than Several Unions
4. Recruitment Provisions for Women, Minorities, Veterans, and Under-Represented Groups
5. Reduces Underpayment of Payroll Taxes
6. Improve Worker Safety by Requiring Workers and Contractors to Comply with Safety Rules

Source: “Project Labor Agreements and Bidding Outcomes” by Emma Waitzman and Peter Philips
<table>
<thead>
<tr>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Contractors Required to Register with the Department of Industrial Relations (DIR) - California Prevailing Wages</td>
</tr>
<tr>
<td>2. Capital Project Managers and Bond Program Manager Monitors Schedules and Budgets</td>
</tr>
<tr>
<td>3. Project Delivery Methods with One Point of Contact - General Contractor or Construction Manager</td>
</tr>
<tr>
<td>4. Contractual Provisions for Minority and Veteran Participation Goals</td>
</tr>
<tr>
<td>5. Certified Payroll by Submitted to DIR</td>
</tr>
<tr>
<td>6. Implementation of Owner-Controlled Insurance Policy (OCIP)</td>
</tr>
</tbody>
</table>
Comparison

<table>
<thead>
<tr>
<th>PLA</th>
<th>Current NOCCCD Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Completion on Time and on Budget</td>
<td>2. Monitors of Schedules and Budgets</td>
</tr>
<tr>
<td>3. Make Projects Easier to Manage</td>
<td>3. Project Delivery Method Selection</td>
</tr>
<tr>
<td>5. Reduces Underpayment of Payroll Taxes</td>
<td>5. Certified Payroll by Submitted to DIR</td>
</tr>
</tbody>
</table>
### Additional Aspects of a PLA

1. Training of Local Workers to Meet Future Construction Needs
2. Potentially Reduce the Shortage of Skilled Labor in the Neighboring Area

Source: “Project Labor Agreements and Bidding Outcomes” by Emma Waitzman and Peter Philips
Important Considerations - Establish a PLA or Not?

- PLA agreements vary widely. Depends on each public entity owner’s desires.

- If a PLA is being evaluated, there are very important considerations to be explored (what are the pros versus cons of having one versus not?).

- These pros and cons are vigorously debated between advocates for PLA agreements and those opposed to them.

- However, the majority of the data out there in the industry is that having a PLA agreement will result in higher project costs.

John P. Dacew, Esq.
Important Considerations - Establish a PLA or Not?

• The other vigorously debated point in the industry is whether having a PLA agreement reduces the number of available bidders/proposers. The studies go both ways. However, a couple of common sense facts are:
  • (1) most union construction trade workers are located around our bigger cities in California where there is more work (versus smaller communities); and
  • (2) since 1983, when the federal government started tracking union members as a percentage of the national workforce, union membership has continued to decline. At present, union workers represent less than a 3rd of the public sector construction industry.

John P. Dacey, Esq.
• The public entity owner is not a party or signatory to a PLA agreement. If the public entity decides to implement one, it adopts a Board Policy requiring contractors to sign on as a party to the PLA agreement or otherwise the contractor cannot bid.

• As such, the public entity should draft the PLA agreement and decide in advance the scope of it. Negotiations would then take place between the public entity and the unions and if those negotiations turn out successfully, only then should a Board Policy be adopted.
Important Considerations - Unintended Consequences

• A foundational issue for the public entity is the scope of the PLA agreement (e.g., all projects; only projects above a certain dollar threshold; exclude maintenance and day force labor account options; etc.) The scope must be carefully considered so that the public entity does not unintentionally give away rights/options it otherwise has.

• Other important issues include: clearly defining what labor rates apply (e.g., as established by the unions versus applicable state law); how the applicable labor rate will be established and used for each project; the labor rates established at inception for a project will not be increased during the life of a project; exclusions from the PLA agreement for installation and maintenance regarding manufacturer long term warranties; and, without limitation, that if there is a strike or work stoppage then the PLA agreement is void.

John P. Dacey, Esq.
Awarded Measure J Projects - General Contractor Participation

<table>
<thead>
<tr>
<th>Contractor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  GB Construction</td>
</tr>
<tr>
<td>2  Interlog Construction</td>
</tr>
<tr>
<td>3  Paul C. Miller Construction</td>
</tr>
<tr>
<td>4  Sundt Construction*</td>
</tr>
<tr>
<td>5  BNBuilders, Inc.**</td>
</tr>
</tbody>
</table>

* Regional Office - Headquarters in Tucson, AZ
** Regional Office - Headquarters in San Diego, CA
### Awarded Measure J Projects - General Contractor Participation

<table>
<thead>
<tr>
<th>Project</th>
<th>Contractor</th>
<th>Contract Value</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cypress - Parking Lot 5</td>
<td>GB Construction</td>
<td>$1.5M</td>
<td>Gardena, CA</td>
</tr>
<tr>
<td>Anaheim - 5&lt;sup&gt;th&lt;/sup&gt; and 2&lt;sup&gt;nd&lt;/sup&gt; Floors</td>
<td>Interlog Construction</td>
<td>$500K</td>
<td>Anaheim, CA</td>
</tr>
<tr>
<td>Anaheim - 7&lt;sup&gt;th&lt;/sup&gt; and 10&lt;sup&gt;th&lt;/sup&gt; Floors</td>
<td>Paul C. Miller Construction</td>
<td>$3.5M</td>
<td>Rancho Cucamonga, CA</td>
</tr>
<tr>
<td>Cypress - New SEM &amp; VRC/SAC</td>
<td>Sundt Construction</td>
<td>$92.1M</td>
<td>Irvine, CA*</td>
</tr>
<tr>
<td>Fullerton - New Instructional Bldg.</td>
<td>BNBUILDERS, INC</td>
<td>$54.5M</td>
<td>Newport Beach, CA**</td>
</tr>
</tbody>
</table>

* Regional Office - Headquarters in Tucson, AZ ** Regional Office - Headquarters in San Diego, CA
20 General Contracting Firms Pre-Qualified for FY 2019-2020

Pool Facts
- 24 Responses Received by District
- 80% of firms from a 30-mile radius
- 40% Prequalified from Orange Co.
- 30% of firms are certified Small Business Enterprise (SBE)
- 5% of firms are certified Disabled Veteran Business Enterprise (DVBE)
Nationwide PLA Statistics

• At the state level, as of March 2019, through legislation or by executive order issued by the state governor, the following 26 states have banned the requirement that PLAs be used for government funded construction projects: Alabama, Arizona, Arkansas, Florida, Georgia, Idaho, Iowa, Kansas, Kentucky, Louisiana, Maine, Michigan, Mississippi, Missouri, Montana, Nevada, North Carolina, North Dakota, Oklahoma, South Carolina, South Dakota, Tennessee, Utah, Virginia, West Virginia, and Wisconsin; and

• 8 States, with executive orders, or that have enacted legislation authorizing or encouraging (BUT HAVE NOT MANDATED) the use of PLAs on public projects, include: California, Connecticut, Hawaii, Illinois, Maryland, New Jersey, New York and Washington State.

• 16 States have taken no position on PLA’s.
Proponents and opponents of the use of PLAs have said it is difficult to compare contractor performance:

- Project Scopes & Intended Uses
- Project Sizes & Finishes
- Project Locations & Constraints
- Timing and Economic Conditions
Potential Costs of a PLA

• Hard Costs
  • Bid Participation & Market Conditions
  • Difficult to Estimate Construction Cost Impact of a PLA

• Soft Costs for Implementation
  • Attorney Team to Set-up Agreement
  • 3rd Party Consultant to Administer PLA and Labor Compliance
  • Additional Internal Staff to Monitor & Report
  • Costs are variable depending on agreement requirements
Potential Costs of a PLA

Cost Analysis in Various Studies (Having PLAs vs Non-PLAs):

• Project Labor Agreements and Bidding Outcomes: The Case of Community College Construction in California

• Measuring the Cost of Project Labor Agreements on School Construction in California
  • “The Effect of Project Labor Agreements on the Cost of School Construction,” Belman et al. - 2005; 92 schools; $29-$32 additional cost per sq. ft.; 17%-20% cost increase;
  • “Do Project Labor Agreements Raise Construction Costs?,” Bachman et al. - 2003; 62 schools; $12-$20 additional cost per sq. ft.; 9%-15% cost increase;
  • “Project Labor Agreements and Public Construction Costs in Connecticut,” Bachman et al. -2004; 71 schools; $30 additional cost per sq. ft.; 18% cost increase; and
  • “Measuring the Cost of Project Labor Agreements on School Construction in California,” Vasquez et al. - 2011; 551 schools; $29-$32 additional cost per sq. ft.; 13%-15% cost increase
Potential Costs of a PLA

• Case Study -
  • Health and Wellness Complex at Cerritos College
    • PLA Set up in 2015
    • Construction Cost: $50,103,741
    • Project PLA Administration Cost is Dependent of Project Duration
    • PLA Administration Contracted in 2016 for $130,550 for 35 Months
      • $5,074.61 per month of duration as of 2018 - 0.34% of Construction Cost
    • Cost for PLA Negotiations and Set-up not included

• PLA Program for Riverside Community College District
  • PLA Set up in 2014, expired 2017
  • PLA Administration Cost 8% - 9% of Construction Cost per project
Potential Costs of a PLA

- Hypothetical - New SEM & VRC/SAC Bundle with PLA
- Duration of 24 months

<table>
<thead>
<tr>
<th>Project</th>
<th>Current Construction Cost</th>
<th>Current Soft Costs</th>
<th>Current Project Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>New SEM &amp; VRC/SAC Bundle</td>
<td>$92,052,341</td>
<td>$23,689,847</td>
<td>$115,742,188</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Project</th>
<th>Potential PLA Premium on Construction Cost</th>
<th>PLA/LCP Administration</th>
<th>Theoretical Project Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>New SEM &amp; VRC/SAC Bundle</td>
<td>$12,887,328 (+14.0%)</td>
<td>$121,971</td>
<td>$128,751,306 (+11.2%)</td>
</tr>
</tbody>
</table>

Cost for PLA Negotiations and Set-up not included
Potential Costs of a PLA

- Hypothetical - New Instructional Building and Central Plant Replacement
- Duration of 16 months

<table>
<thead>
<tr>
<th>Project</th>
<th>Current Construction Cost</th>
<th>Current Soft Costs</th>
<th>Current Project Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>New IB and CP Replacement Bundle</td>
<td>$50,820,510</td>
<td>$13,308,210</td>
<td>$64,128,720</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Project</th>
<th>Potential PLA Premium on Construction Cost</th>
<th>PLA/LCP Administration</th>
<th>Theoretical Project Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>New IB and CP Replacement Bundle</td>
<td>$7,114,871 (+14.0%)</td>
<td>$81,194</td>
<td>$71,324,785 (+11.2%)</td>
</tr>
</tbody>
</table>

Cost for PLA Negotiations and Set-up not included
Southern California Community College Districts with PLA

- 36 Community College Districts (CCD)
- 9 CCDs with PLAs in place
- 1 CCD considering implementation (Compton CCD)
## Southern California Community College Districts with PLA

<table>
<thead>
<tr>
<th>CCD</th>
<th>County</th>
<th>Year Implemented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cerritos</td>
<td>Los Angeles</td>
<td>2015</td>
</tr>
<tr>
<td>Long Beach</td>
<td>Los Angeles</td>
<td>2016</td>
</tr>
<tr>
<td>Los Angeles</td>
<td>Los Angeles</td>
<td>2001</td>
</tr>
<tr>
<td>Rio Hondo</td>
<td>Los Angeles</td>
<td>2015</td>
</tr>
<tr>
<td>Rancho Santiago</td>
<td>Orange</td>
<td>2014</td>
</tr>
<tr>
<td>Riverside</td>
<td>Riverside</td>
<td>2014 /2017 expired</td>
</tr>
<tr>
<td>San Bernardino</td>
<td>San Bernardino</td>
<td>2014</td>
</tr>
<tr>
<td>Grossmont - Cuyamaca</td>
<td>San Diego</td>
<td>2016</td>
</tr>
<tr>
<td>Southwestern</td>
<td>San Diego</td>
<td>2013</td>
</tr>
</tbody>
</table>

Source: “Project Labor Agreements and Bidding Outcomes” by Emma Waitzman and Peter Philips
NOCCCD Staff Recommendation

• Not Recommended for NOCCCD Projects:
  • Increases in cost
  • Reduced competition

• If PLA is preferred:
  • Project-specific agreements
  • Large scale projects $40M+