



Board Report

File #: 2018-0273, File Type: Agreement

Agenda Number: 40.

EXECUTIVE MANAGEMENT COMMITTEE MAY 17, 2018

SUBJECT: METRO TRANSPORTATION SCHOOL

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATION

CONSIDER:

- A. RECEIVING AND FILING an update on the Metro Transportation School; and
- B. AUTHORIZING the Chief Executive Officer to negotiate and execute a Memorandum of Understanding (MOU) with the County of Los Angeles (County) based on the principles outlined in Attachment A.

ISSUE

At its June 2017 meeting, the Board received and filed the proposed framework for a pilot educational and vocational training program with the objective of facilitating career pathways for local youth in Los Angeles County's transportation sector. Given the progress made to date, a critical next step is for Metro to negotiate and enter into a MOU with the County for the development of the transportation school.

BACKGROUND

At its April 2017 meeting, the Board approved Motion #43 by Directors Ridley-Thomas, Fasana, Garcetti, Barger, Garcia, and Dupont-Walker directing the CEO to develop a framework for a pilot educational and vocational training program, specifically, though not exclusively, targeting at-risk probation and DCFS youth who have historically been under-served educationally. (Attachment B). Since the report to the Metro Board last June, staff has retained a consultant, CausalImpacts, and continued coordination with the County regarding the development of a transportation school, including predevelopment activities associated with a potential site.

DISCUSSION

Transportation School Framework

Since the last Board update, the consultant and project team have developed the Metro Expose, Educate, Employ Youth Education (E3) Initiative that aims to expose, educate and employ the next generation of youth into the transportation industry. The centerpiece of the E3 initiative is the Metro transportation school that plans to recruit youth from the County's safety net, along with youth from across the County, to a college-preparatory boarding academy that specializes in inspiring and training youth to pursue careers in the transportation and infrastructure sectors. Mission and goals of the E3 Initiative are to:

- Ensure the training center is a state-of-the-art, cutting edge facility, promoting innovation in the field;
- Align the curriculum development for synergy with Metro's workforce demands, to include options for immediate job opportunities through Metro and its contractors;
- Through a transit vocational training center, expand the opportunities for disadvantaged residents from across the County to seek opportunities for job training to prepare themselves for careers in the transit industry in coordination with Metro's WIN LA Program; and;
- Partner with labor, the private sector, community colleges and community organizations to develop culturally-sensitive training programs with wrap-around services (as needed).

Transportation School Site

On December 5, 2017, the Los Angeles County Board of Supervisors (BOS) approved the acquisition of 4.2 acres of land on the 8400 and 8500 blocks of Vermont Ave in South Los Angeles for the development of the Vermont and Manchester Transit Priority Joint Development Project. The proposed Project consists of a six-story mixed-use affordable housing and community serving/commercial retail building, an open transit plaza, a six-story high school boarding academy with faculty residential units, and 383 parking spaces located at the ground-level and within a 4.5-level parking structure. The County received possession of the property on May 7th.

The proposed project site provides the opportunity for Metro to partner with the County to build the premiere public charter transportation boarding school at this location as well as a transit vocational training center within the mixed-use development. The County has issued a RFP for the developer and operator of the Boarding School. The solicitation was drafted with input from Metro staff and

Metro will serve on the evaluation committee. The County intends to finalize the review by the end of the month and bring an Exclusive Negotiation Agreement (ENA) to the BOS on June 19, 2018. An RFP was released for the mixed-use portion of the development on Friday, April 27, 2018 through the County's Community Development Commission. The County expects to enter into an ENA with the developer by September 2018.

Staff recommends the Board designate authority for the CEO to enter into negotiations with the County for the development of an MOU and/or Exclusive Negotiation Agreement which would guide the implementation of the Vermont and Manchester Transit Priority Joint Development Project. The MOU would be based upon the principles outlined in Attachment A.

DETERMINATION OF SAFETY IMPACT

This Board action will have no adverse impact on safety standards for Metro.

ALTERNATIVES CONSIDERED

The Board could choose not to proceed with the recommended action and could direct staff to not enter into an MOU with the County. Staff does not recommend proceeding with this alternative since it does not address the priorities outlined in the Board motion to address the agency's workforce needs.

FINANCIAL IMPACT

There is no financial impact to executing a MOU with the County. Any funding commitments related to the transportation school would be brought to the Metro Board for consideration as a formal funding agreement.

NEXT STEPS

Upon approval by the Board, staff will begin negotiations with the County.

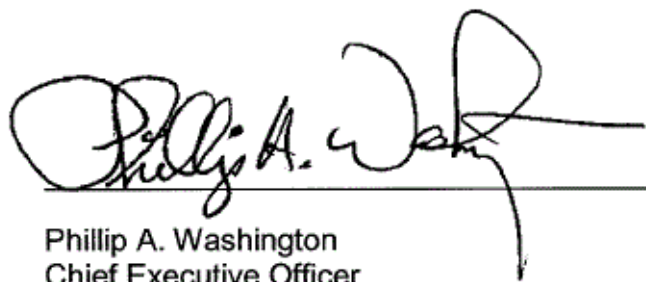
ATTACHMENTS

Attachment A - Principles for the MOU

Attachment B - Motion 43: Supporting Access to Careers in Los Angeles County's Transportation Sector for At-Risk Youth

Prepared by: Joanne Peterson, Chief Human Capital & Development, (213) 418-3088

Reviewed by: Stephanie Wiggins, Deputy CEO, (213) 922-1023



Phillip A. Washington
Chief Executive Officer

PRINCIPLES FOR THE MOU

Potential Partnership with Metro and the County

Boarding School

- The County anticipates entering into a long-term ground lease with a boarding school developer/operator for a transit-focused charter boarding school.
- Significant gap subsidy is anticipated to ensure the effective operation of the boarding school. It is envisioned that the County, Metro, industry partners, and potentially philanthropic sources could share those costs.
- While LACOE would license the school, Metro could oversee/liaison with the operator to ensure that the curriculum and training activities meet Metro's standards.
- Metro would facilitate internships and other work experiences for the students, as well as connections to permanent positions either at Metro or with Metro-contractors.

Transit Training Center, Transit Plaza and Parking Lot

- The RFP anticipates the mixed-use developer constructing the transit plaza, mixed-use development and parking lot. Metro may want to facilitate transit oriented amenities including ticket vending machines, bike share or other features. Also, Metro may want to secure specific spaces in the parking lot for a park and ride for the future Vermont BRT.
- The County anticipates entering into a long-term ground lease with the mixed-use developer.
- The County has allocated \$6 million for the development of the transit plaza (in Prop A local return funds available to the Second Supervisorial District).
- As part of the RFP, the County indicates that approximately 15,000 square feet of the mixed-use development would be a transit vocational training center. It is envisioned that Metro would take the lead in financing and operating this center. It could become a separate air space parcel owned by Metro if that is the desire.
- Metro's Role
 - o In partnership with the school provider, Metro will infuse the curriculum with skill development related to the transportation industry
 - o Provide Metro Employee Support
 - o Provide E3 Supplemental Programming

- Build an innovative state-of-the-art Vocational Training
- Provide Teacher Professional Development
- Facilitate Partnerships
- Support School Branding Efforts
- Support Recruitment and Outreach
- Connect graduating students and families to WIN-LA

Board Report

File #:2017-0271, File Type:Motion / Motion
Response

Agenda Number:43.

EXECUTIVE MANAGEMENT COMMITTEE
APRIL 20, 2017

Motion by:

Ridley-Thomas, Fasana, Garcetti, Barger, Garcia and Dupont-Walker

Item 43: Supporting Access to Careers in Los Angeles County's Transportation Sector for At-Risk Youth

Following the passage of Measure M, the Los Angeles County Metropolitan Transportation Authority (Metro) is poised to dramatically transform the transportation infrastructure of the region, and in doing so, propel the development of a sizable workforce to support the planning, construction, operations and maintenance of our expanding system. Specifically, the Los Angeles Economic Development Corporation (LAEDC) estimates that 778,000 jobs and \$133.6 billion in economic output will result from infrastructure projects funded by Metro's Traffic Improvement Plan over the next half century. LAEDC further projects that the construction, architecture and engineering fields would experience the highest percentage of growth.

Over the next three years, 39% of the Metro workforce will be fully eligible for retirement. Metro has numerous programs in place to support inclusive contracting opportunities and a diverse workforce. Specially, the Department of Economic Opportunity and Diversity systemically identifies opportunities to expand participation of small, local and veteran-owned businesses through all of Metro's contracts. In addition, Metro has instituted numerous workforce development initiatives including the Workforce Initiative Now - Los Angeles (WIN-LA) Program, as well as an agency-wide Project Labor Agreement which requires the significant participation of targeted and disadvantaged worker populations on major construction projects.

However, in order to further foster a pipeline of qualified, local individuals for careers in the

transportation sector, Metro should also consider engaging youth early on, potentially as part of their middle or high school experience. Moreover, there is an opportunity to collaborate with at-risk populations including youth involved with the County of Los Angeles' (County) Probation and Children and Family Services (DCFS) Departments to expose and connect them to transit-related educational and career opportunities if their interests align.

DCFS serves nearly 35,000 children and their families across the County. High school graduation rates for this population are abysmal, with only 45 percent of foster youth in California completing high school, compared with 79 percent of the general student population. Nationally, only six percent of former foster youth have earned a two or four-year degree by age 24, and only one in two foster youth is employed by age 24. Even more alarming, one in five foster youth becomes homeless after aging out of the system.

Additionally, the County's Probation Department supervises approximately 6,000 youth in the community and detains or incarcerates approximately another 1,100 on a daily basis. National statistics indicate that most youth in the juvenile justice system have had unstable educational histories with a high number of school transitions and disciplinary actions (i.e., suspensions). Researchers have found that over 40% may be enrolled in special education classes, approximately 50% perform below grade level, and as low as only 20 to 40% of justice-involved youth ultimately earn a diploma or General Equivalency Degree.

Given these statistics, exposure from an early age to transit-related careers combined with vocational preparation and specific job training could significantly transform the self-sufficiency and well-being of young people in the County's care as they transition to adulthood. This type of collaboration could not only help meet Metro's long-term workforce development goals, but also create a career pathway for many young disenfranchised populations who are, or have been, under the care and supervision of the County of Los Angeles.

APPROVE Motion by Ridley-Thomas, Fasana, Garcetti, Barger, Garcia and Dupont-Walker to direct the Chief Executive Officer, in consultation with appropriate Departments of the County of Los Angeles including the Probation Department, Children and Family Services Department, Office of Education, the Department of Workforce Development, Aging, and Community Services, Department

of Public Social Services, and other appropriate entities, to report back to the Executive Management Committee during the June board cycle with a proposed framework for a pilot educational and vocational training program, specifically though not exclusively targeting youth involved in the County's Probation or Child Welfare System, with the objective of facilitating career pathways for local youth into Los Angeles County's transportation sector.



METRO E3 INITIATIVE:

How to Expose, Educate, and Employ the Next Generation for Careers in the Global Transportation Industry



Metro

May 2018



Job opportunities in the transportation industry are increasing

MEASURE M WILL
GENERATE MORE THAN

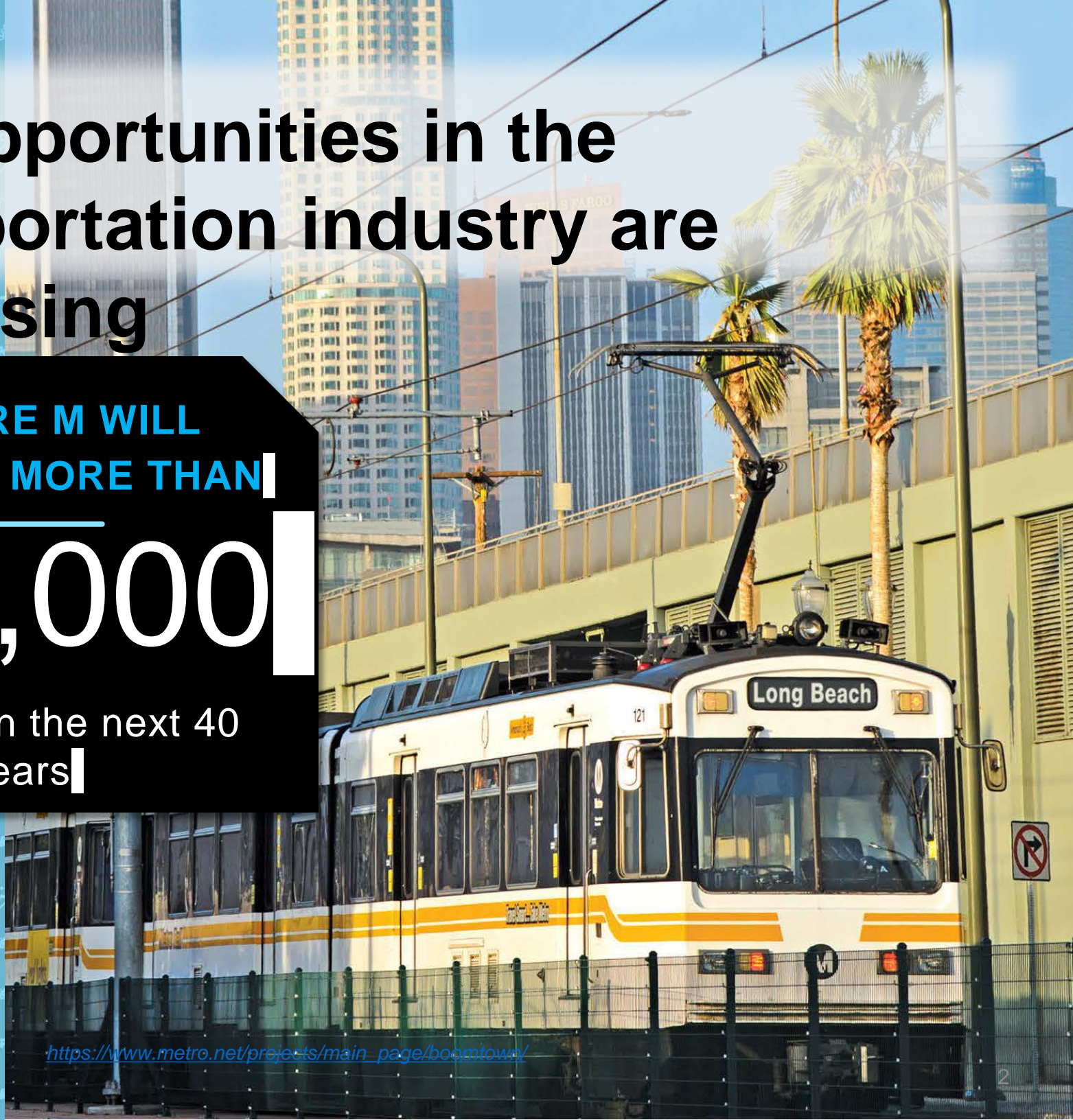
778,000

New jobs in the next 40
years



Metro

https://www.metro.net/projects/main_page/boomtown/





**But the pool of
qualified
applicants IS NOT**

50%

**Over 50% of the
transportation
industry
workforce will be
eligible for
retirement in the
next 10 years – a
pace double that
of the nation's
entire workforce**



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METRO'S WORKFORCE NEEDS

2,200

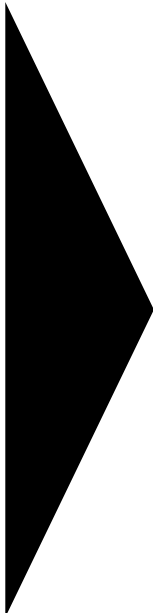
Number of new employees Metro hires annually

69%

Metro employees who are currently over 40 years old

46%

Metro employees who will be eligible for retirement in the next 5 years



We must expand Metro's highly skilled and diverse workforce to meet growing workforce demands, skills-gaps, and looming retirements

[*Link: WIN-LA Program Framework, Metro Data*](#)



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CURRENT CAREER PATHWAYS FOR YOUTH



**WHAT can
be done to expand
Metro's existing
workforce
development
programs to
include
more middle and
high-school-age
youth?**

**Transportation Careers
Academy
Program (TCAP)**
Summer
Internships
for 11th and
12th graders

**Workforce
Initiative Now
(WIN-LA)**
Attract,
develop,
and employ
underrepresent
ed
communities

**Metro
Internship
Program
(MIP)**
college and
graduate
students

**Entry Level
training
Program
(ELTP)**
Trains college
graduates



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PROJECT MISSION AND GOALS

MISSION: Prepare Los Angeles County youth for career and college pathways in the global transportation industry by teaching them transferrable (STEAM) industry skills.



Expose LA County youth to careers in the global transportation industry



Educate and train LA County youth in transferrable transportation industry-skills



Expand Metro's highly skilled and diverse workforce to meet growing demands and



Reinforce Metro's role as an innovative Public Agency



Support Youth's transition into college and careers in the global transportation industry

OBJECTIVE: Expand Metro's existing career pathway programs to include more middle and high-school-age youth



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METRO CANNOT DO THIS ALONE

KEY STAKEHOLDERS FOR THIS PROJECT



POTENTIAL SCHOOL CAREER PATHWAYS

ENGINEERING

CONSTRUCTION AND TRADES / INFRASTRUCTURE

MECHANICS AND OPERATIONS

(bus & rail operators, mechanics, etc.)

GLOBAL TRADE AND LOGISTICS

BUSINESS OPERATIONS

(Marketing, Human Resources, Finance, Budgeting, etc.)

CIVICS & PUBLIC POLICY

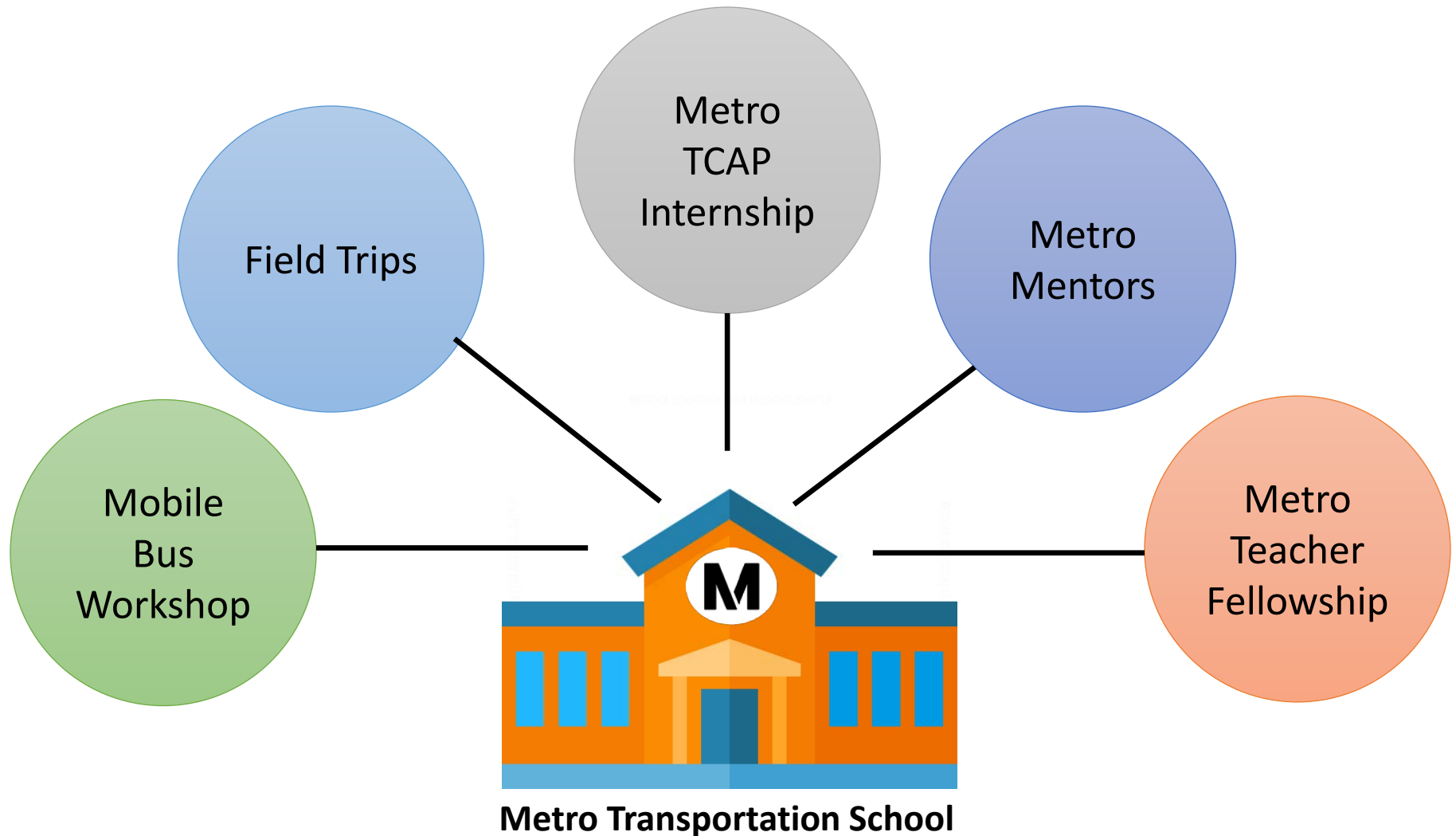
(Planning, Law, Public Relations, Real Estate, Communications)

SAFETY (Security/Police)



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SUPPLEMENTAL E3 PROGRAM COMPONENTS (TBD)





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VERMONT-MANCHESTER SITE

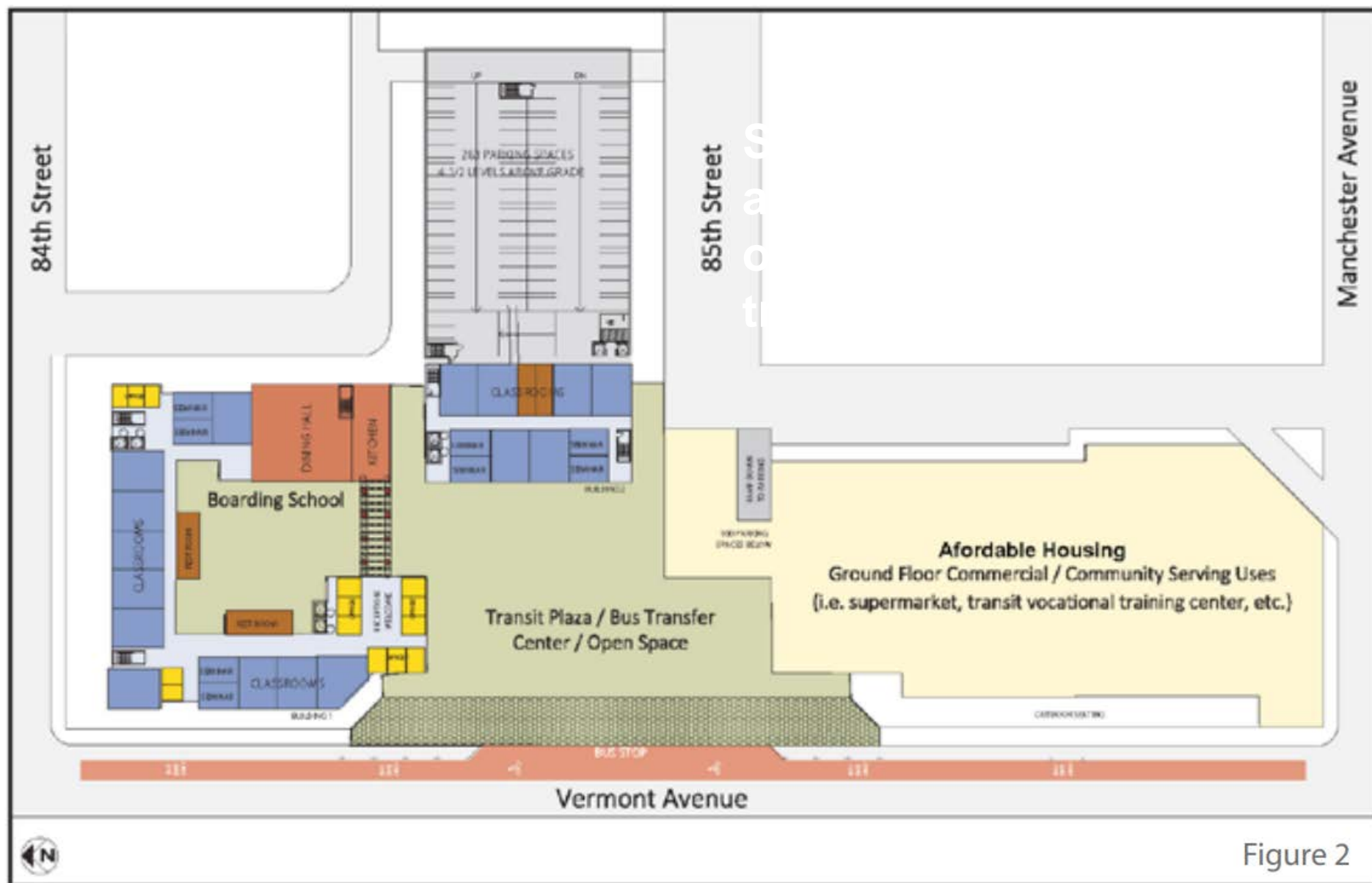


Figure 2

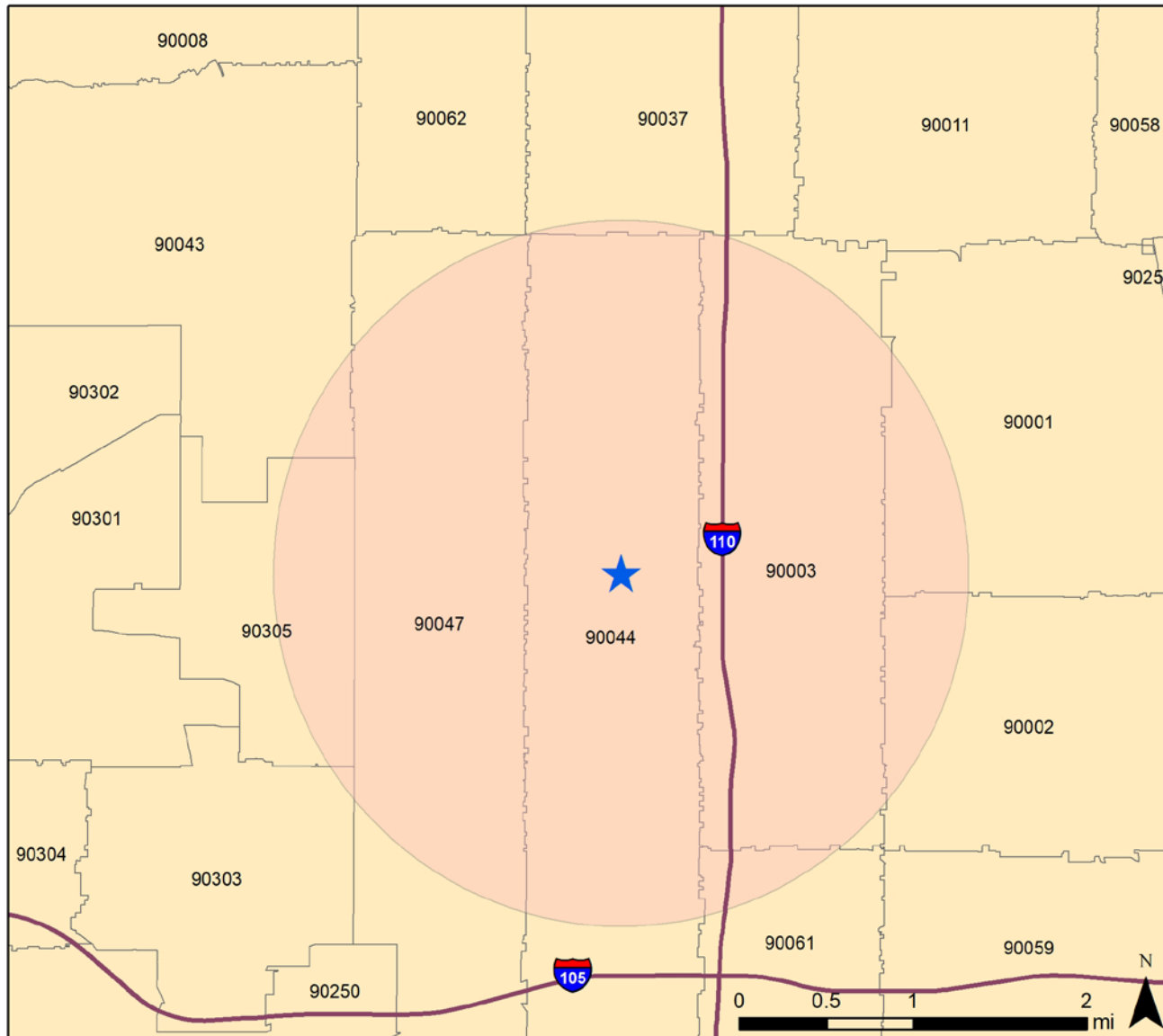
SOURCE: KFA Architects

Project Location Map & Site Plan are from RFP







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VERMONT-MANCHESTER SITE



Site Overview

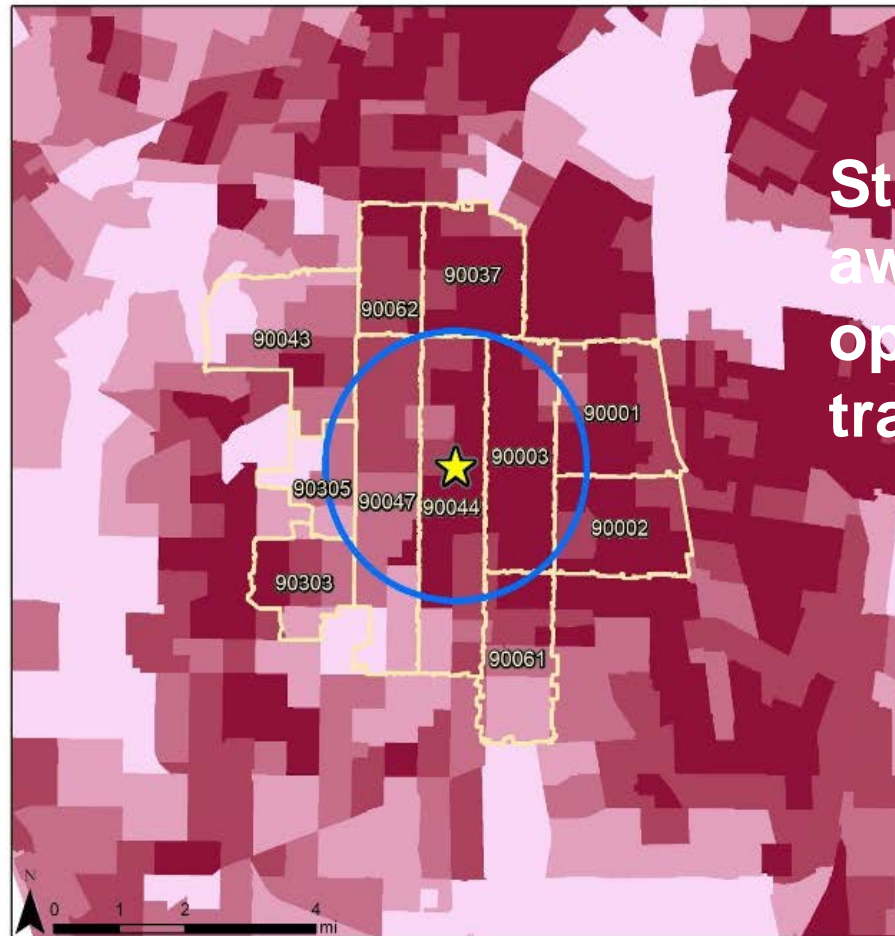
-  Proposed Site
-  Major Freeways
-  2-Mile Radius
-  LA County Zip Codes



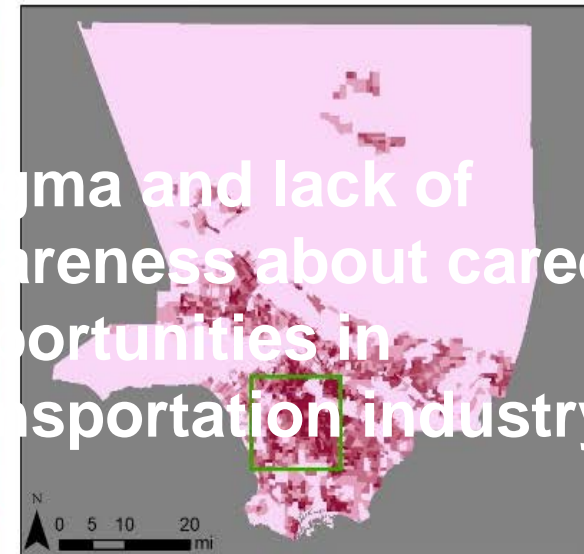
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COMMUNITY NEED

Population Density of School Aged Children 5-18



Stigma and lack of awareness about career opportunities in transportation industry



Population Density of School Aged Children

★ Proposed Site

2-Mile Radius

Surrounding Zip Codes

Population Density per Square Mile
Ages 5-18



- Over 62,000 youth <18 live near the site
- Youth make up > 30% of the population in the area
- One of the highest youth population densities in the County



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COMMUNITY NEED

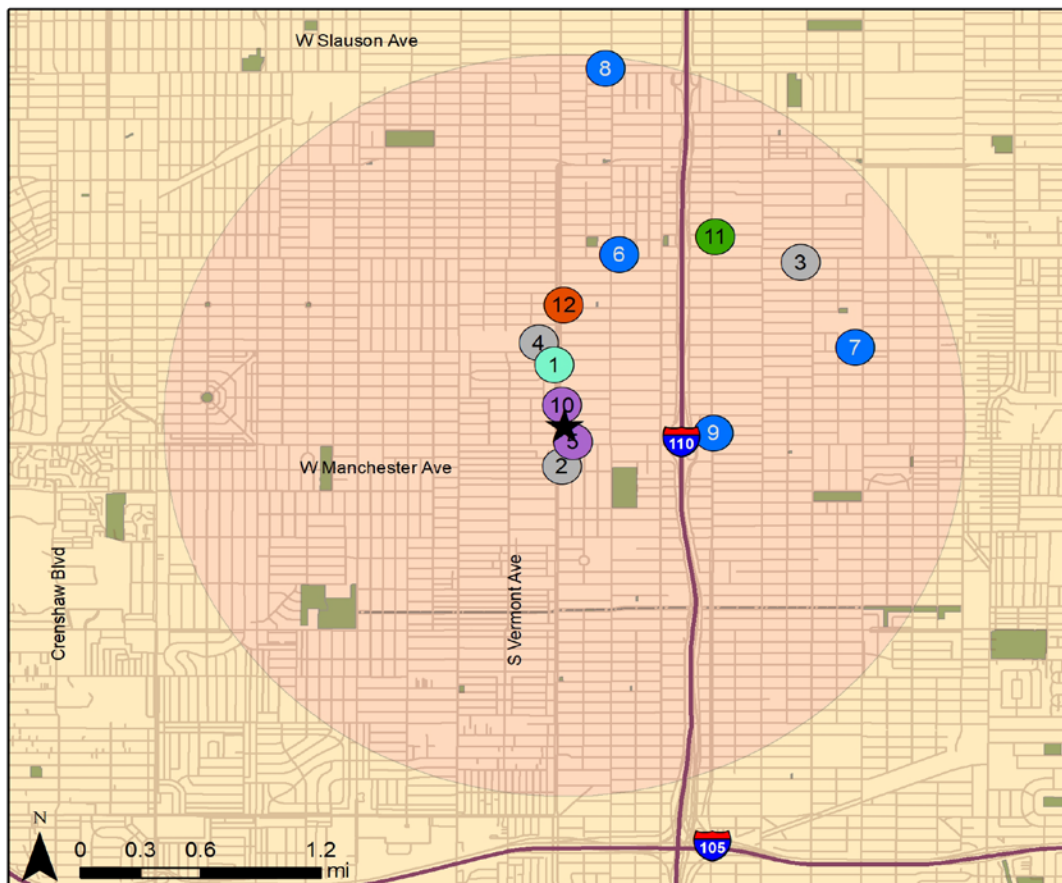
- **430 justice-system involved youth** in the 3 zip codes immediately surrounding the proposed site
- **1,691 foster youth** in Group Homes in the 8 zip codes surrounding the site
- **3.82%** of students in area schools are Homeless and **1.94%** are foster youth, compared to County averages of 3.6% and 0.83%
- **Teen Motherhood is 2X more likely in South LA** than all other County areas
- **11% of the homeless population in South LA are youth under 18**



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CAPACITY TO SERVE YOUNG OPPORTUNITY YOUTH

Major Wraparound Service Providers Within 2 Miles of Manchester-Vermont Site



Services Directory


1. Children's Collective, Inc. (childcare)
2. Community Build Youth & Community Center (GRYD Prevention)
3. Chapter Two, Inc. (GRYD Intervention)
4. Vermont Village (GRYD Intervention)
5. The Children's Collective (FamilySource Center)
6. UMMA Community Clinic
7. UMMA Community Clinic--Fremont Wellness Center
8. St. John's Well Child Center
9. Planned Parenthood--Dorothy Hecht Health Center
10. Los Angeles County Department of Children and Family Services (DCFS)
11. Legal Aid Foundation of Los Angeles
12. Community Centers, Inc. (Work Source Center)

Services At Manchester-Vermont Site

- | | | |
|--------------------------------|-------------------------------|----------------------|
| ★ Proposed Site | ● Health Services | ■ Parks & Open Space |
| ● Childcare Services | ● Legal Aid & Social Services | ■ 2-Mile Radius |
| ● Community & Youth Services | ● Work & Employment Services | |
| ● GRYD Gang Reduction Services | — Major Freeways | |

Sources: Los Angeles County GIS Data Portal, TIGER/Lines 2014, Google Maps



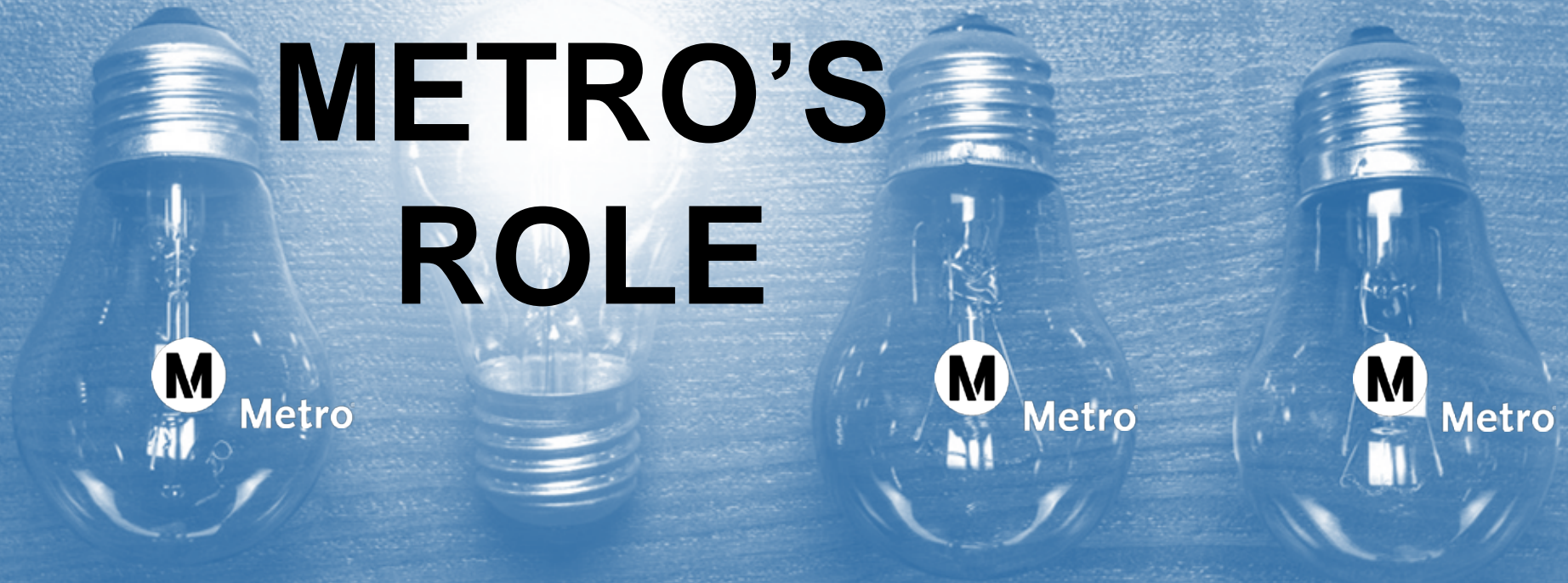
A woman with dark hair, wearing glasses and a headset, is seated at a desk in a call center. She is looking at a computer monitor. The desk has a keyboard, a mouse, and some papers. In the background, other computer monitors and office equipment are visible.

***Our joint goal is to
create the workforce of
tomorrow through this
innovative education-
industry partnership***



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METRO'S ROLE



Provide students with the skills needed in the workplace that cannot be taught within the core academic curriculum.

Provide hands-on learning experiences such as project support, internships, mentorship, workshops and tours.