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**Agenda - Final**

**Thursday, September 16, 2021**

**12:00 PM**

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## **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*

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(ALSO APPLIES TO BOARD COMMITTEES)

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

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.

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**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.

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Dial-in: 888-251-2949 and enter  
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Please include the Item # in your comment and your position of "FOR," "AGAINST," OR "GENERAL COMMENT."

Email: BoardClerk@metro.net

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Board Administration

One Gateway Plaza

MS: 99-3-1

Los Angeles, CA 90012



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

APPROVE Consent Calendar Item: 33.

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

**CONSENT CALENDAR****33. SUBJECT: METRO EMPLOYEE ASSISTANCE PROGRAM**[2021-0503](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a five-year, firm fixed unit rate Contract No. PS186372000 to ComPsych Corporation to provide a comprehensive Employee Assistance Program in an amount not-to-exceed \$531,103 for the three-year base term, plus \$187,761 for the first option year, and \$193,394 for the second option year, for a combined not-to-exceed amount of \$912,258, inclusive of two, one-year options effective November 1, 2021 subject to resolution of protest(s), if any.

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

**NON-CONSENT****34. SUBJECT: METRO ADVISORY BODY COMPENSATION POLICY**[2021-0509](#)**RECOMMENDATION**

CONSIDER:

- A. APPROVING the Metro Advisory Body Compensation Policy (ABCP) (Attachment B); and
- B. DELEGATING authority to the CEO, or CEO's designee, to compensate Metro advisory body members pursuant to Metro's ABCP Administrative Policy or as otherwise approved by the Metro Board.

**Attachments:**      [Attachment A - 2021-0187 Board Motion](#)  
[Attachment B - Advisory Body Compensation Policy](#)  
[Attachment C- Advisory Body Compensation Charts](#)

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**35. SUBJECT: FARELESS SYSTEM INITIATIVE (FSI) [2021-0574](#)****RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the FSI funding plan for Phase 1 (K-14) and Phase 2 (low-income riders) pilots (Attachment A) and status report;
- B. APPROVING implementation of Phase 1 (K-14); and
- C. APPROVING Low Income Fare is Easy (LIFE) improvements (Attachment G).

**Attachments:**      [Attachment A - FSI Funding Plan](#)  
[Attachment B - LACMOA Letter to Metro 8-31-21](#)  
[Attachment C - Participating Transit Agencies](#)  
[Attachment D - Participating K-12 School Districts](#)  
[Attachment E - Test Group Data](#)  
[Attachment F - FSI Phase 2 Registration Methodologies](#)  
[Attachment G LIFE Program Improvements](#)  
[Attachment H – File # 2021-0372 May 2021 Board Motion on FSI](#)  
[Attachment I - Fare Collection Public Education Campaign](#)

**36. SUBJECT: 2021 MOVING BEYOND SUSTAINABILITY- STATUS REPORT [2021-0538](#)****RECOMMENDATION**

RECEIVE AND FILE status report on Moving Beyond Sustainability.

**37. SUBJECT: PROJECT LABOR AGREEMENT/CONSTRUCTION CAREERS POLICY (PLA/CCP) [2021-0522](#)****RECOMMENDATION**

RECEIVE AND FILE the status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending June 2021, including updates on female participation and the FTA Pilot Local Hire initiative.

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

**38. SUBJECT: STATE AND FEDERAL REPORT**[2021-0549](#)**RECOMMENDATION**

RECEIVE AND FILE September 2021 State and Federal Legislative Report.

**SUBJECT: GENERAL PUBLIC COMMENT**[2021-0571](#)

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 #: 2021-0503, File Type: Contract

Agenda Number: 33.

### EXECUTIVE MANAGEMENT COMMITTEE SEPTEMBER 16, 2021

**SUBJECT: METRO EMPLOYEE ASSISTANCE PROGRAM**

**ACTION: APPROVE CONTRACT AWARD**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a five-year, firm fixed unit rate Contract No. PS186372000 to ComPsych Corporation to provide a comprehensive Employee Assistance Program in an amount not-to-exceed \$531,103 for the three-year base term, plus \$187,761 for the first option year, and \$193,394 for the second option year, for a combined not-to-exceed amount of \$912,258, inclusive of two, one-year options effective November 1, 2021 subject to resolution of protest(s), if any.

#### **ISSUE**

The existing contract for Employee Assistance Program will expire on October 31, 2021. To ensure continuity of service, particularly during the Covid-19 pandemic, a new contract award is required effective November 1, 2021.

#### **BACKGROUND**

The Metro Employee Assistance Program (EAP) is a service that provides personal counseling benefits to Metro employees, including part-time, and temporary employees and their immediate family members. The program aims to promote job effectiveness and productivity by helping employees and their immediate family members cope with challenges on the job and in the home.

Services provided include crisis management counseling for traumatic events, including immediate intervention following serious bus and rail accidents, and other tragic events, confidential counseling, child, and elder care referrals, as well as legal and financial guidance.

Metro and its predecessor agencies have continuously provided EAP since 1981. The EAP contract is currently managed by the Helping Employee Access Resources (H.E.A.R.) Office under the Human Capital & Development department.

## **DISCUSSION**

In accordance with HR 40, the Employee Assistance Program policy, Metro is committed to maintain a safe and healthy work environment for its employees and provide support to employees who experience personal or work-related challenges, particularly during the Covid-19 pandemic. The EAP is designed to identify and assist employees in recognizing and resolving personal challenges that may be adversely affecting their performance at work, such as marital, financial, emotional problems, family issues, or substance or alcohol abuse. The program offers a friendly, accessible, and confidential platform wherein licensed professionals identify stressors, explore behavioral changes, and provide support and resources that enable the employee to solve personal problems.

EAP also serves as a resource to managers in dealing with employees experiencing personal problems affecting job performance, conduct and reliability. EAP interventions act to reduce distress and provide the skills necessary to handle personal and work-related problems more effectively.

Finally, EAP is a vital component of Metro's overall effort to comply with federal regulations governing the prevention of drug abuse and alcohol misuse in transit operations. The EAP contractor also provides mandated services of a Substance Abuse Professional (SAP), as required whenever an employee tests positive for drugs or alcohol. The primary role of the SAP is to evaluate the employee and coordinate rehabilitation to ensure the safety of all employees and the traveling public.

## **DETERMINATION OF SAFETY IMPACT**

The Metro Employee Assistance Program (EAP) will provide the capability to support employees through challenges in multiple areas of their lives, ensuring job effectiveness and improved safety for employees and patrons.

## **FINANCIAL IMPACT**

The funding for EAP services is included in cost center 2465, EO, HC&D under project 100001, General Overhead. Since this is a multi-year contract, the Cost Center Manager and Chief, Human Capital and Development Officer will be responsible for budgeting the cost in future years, including any options exercised.

### **Impact to Budget**

The source of funds for this contract is General Overhead funds, comprised of Federal, State, and local funds. These funds are eligible for bus and rail operating costs.

## **EQUITY PLATFORM**

All employees and their household members are eligible for services and resources offered under the EAP. Based on approximately 11,000 employees, the EAP utilization rate is between 15-20% on the average. The program is promoted throughout Metro in announcements via the Daily Brief, posters and flyers distributed at Metro facilities, periodic home mailers, on Metro's intranet as well as phone, online website, and mobile app. Services are available 24/7 to accommodate employees'

communication preferences and busy schedules.

Metro reached out to a total of 304 DBE certified firms to notify them of this procurement opportunity. Further, advertisements were placed with the Los Angeles Daily News. The awarded contractor has met the 8% DBE commitment goal for the contract.

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

The recommendation supports Strategic Plan Goal #5: To provide responsive, accountable, and trustworthy guidance within the Metro Organization; Initiative 5.6: As Metro will foster and maintain a strong safety culture for all. By approving this recommendation Metro will be able to ensure the safety for Metro's patrons and employees.

### **ALTERNATIVES CONSIDERED**

Perform the services in-house. This option is not a viable alternative because Metro does not have sufficient internal resources or subject matter experts available to perform the work. Contracted services of professionally certified counselors with diverse backgrounds and specializations would still need to be obtained by Metro if the subject services were brought in-house. Difficulties would also be encountered in serving the multiple locations and large number of family members throughout the local geographic area, as well as overcoming employee concerns about confidentiality issues. Metro has no history or experience with an internal EAP. Metro would not only need to undertake costly recruitment and training of Metro staff to perform these services, but Metro would also assume direct liability for any potential claims of malpractice. This is not a feasible alternative and therefore, is not recommended.

### **NEXT STEPS**

Upon Board approval, staff will execute Contract No. PS186372000 with ComPsych Corporation, effective November 1, 2021 and continue to provide EAP services.

### **ATTACHMENTS**

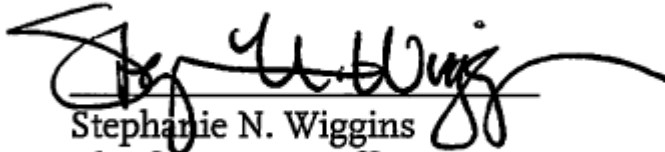
Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Dawn Jackson-Perkins, Director, Human Resources  
(213) 418-3166

Reviewed by: Patrice McElroy, Interim Chief Human Capital & Development Officer (213) 418-3171

Debra Avila, Chief Vendor/Contract Management Officer  
(213) 418-3051



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

## METRO EMPLOYEE ASSISTANCE PROGRAM / PS186372000

1.	<b>Contract Number:</b> PS186372000	
2.	<b>Recommended Vendor:</b> ComPsych Corporation	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> May 10, 2021	
	<b>B. Advertised/Publicized:</b> May 11, 2021	
	<b>C. Pre-Proposal Conference:</b> N/A	
	<b>D. Proposals Due:</b> June 9, 2021	
	<b>E. Pre-Qualification Completed:</b> August 10, 2021	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> July 28, 2021	
	<b>G. Protest Period End Date:</b> September 20, 2021	
5.	<b>Solicitations Picked up/Downloaded:</b> 11	<b>Bids/Proposals Received:</b> 1
6.	<b>Contract Administrator:</b> Marc Margoni	<b>Telephone Number:</b> (213) 922-1304
7.	<b>Project Manager:</b> Gabriela Hernandez	<b>Telephone Number:</b> (213) 922-4867

**A. Procurement Background**

This Board Action is to approve the award of Contract No. PS186372000 to ComPsych Corporation, to provide Employee Assistance Program (EAP) services to employees and immediate family members to cope with challenges on the job and in their homes on an “as-needed” basis.

Request for Proposals (RFP) No. PS73629-2 was issued as a competitive negotiated procurement in accordance with Metro’s Acquisition Policy and the contract type is a firm fixed unit rate. The RFP was issued with a Race Conscious DBE contract goal of 8%.

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

- Amendment No. 1, issued on May 20, 2021, updated the minimum qualification requirements and changed the DEOD Instructions and the Contract Compliance Manual to align with the funding source and the DBE contract goal.

The solicitation was available for download from Metro’s website. Advertisements were placed with the Los Angeles Daily News to notify potential proposers of this solicitation. Metro also notified proposers from Metro’s vendor database based on applicable North American Industry Classification System (NAICS) codes.

There was no pre-proposal conference held for this solicitation.



A total of 11 firms downloaded the RFP and were included on the plan holders list.

Only one proposal was received on June 9, 2021.

Metro staff canvassed firms on the plan holders list to determine why no other proposals were received. No response was received. The plan holders list consisted of the incumbent contractor, one company that provides integrative therapy interventions, five management consulting firms, one business computer consulting firm, one company that provides access to bid plan rooms and upcoming bid opportunities, an insurance company, and an HR consulting firm.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Human Resources, Talent Development, and Transit Security were convened and conducted a comprehensive technical evaluation of the proposal received from the incumbent, ComPsych Corporation.

On June 15, 2021, the PET met to review the evaluation criteria package, process confidentiality and conflict of interest forms and take receipt of proposals to initiate the evaluation phase.

Proposals were evaluated based on the following evaluation criteria stated in the RFP:

- |   |            |
|---|------------|
| • Prime Contractor/Team Qualifications  | 20 percent |
| • Program Management & Administration   | 15 percent |
| • Service Delivery Plan – EAP Intake, Assessment & Referral                             | 15 percent |
| • Service Delivery Plan – Substance Abuse Professional (SAP) Services                   | 10 percent |
| • Service Delivery Plan – Crisis Intervention and Traumatic Incident Counseling Program | 10 percent |
| • Service Delivery Plan – Management Support Consultation and Work/Life Services        | 10 percent |
| • Cost Proposal   | 20 percent |

Several factors were considered in developing these weights, giving the greatest importance to prime contractor/team qualifications and cost proposal.

Evaluations were conducted from June 25, 2021 through July 9, 2021. After evaluation of the proposal, the PET determined ComPsych Corporation to be technically qualified to perform the services as outlined in the Scope of Services.

The following is a summary of the PET scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>Compsych Corporation</b>				<b>1</b>
3	Prime Contractor/Team Qualifications	96.65	20.00%	19.33	
4	Program Management and Administration	100.00	15.00%	15.00	
5	Service Delivery Plan – EAP Intake, Assessment & Referral	100.00	15.00%	15.00	
6	Service Delivery Plan – Substance Abuse Professional (SAP) Services	100.00	10.00%	10.00	
7	Service Delivery Plan – Crisis Intervention and Traumatic Incident Counseling Program	100.00	10.00%	10.00	
8	Service Delivery Plan – Management Support Consultation and Work/Life Services	93.30	10.00%	9.33	
9	Cost Proposal	100.00	20.00%	20.00	
10	<b>Total</b>		<b>100.00%</b>	<b>98.66</b>	

### **C. Cost/Price Analysis**

The recommended fully burdened rate per employee per month has been determined to be fair and reasonable based on historical costs, technical evaluation, price analysis and independent cost estimate.

This is a unit rate contract that is based on actual number of employees every month, which can vary. The price evaluation was based on monthly rates for the 5 year term (including options). A cost/price analysis was based on the fairness and reasonableness of the rates.

### **D. Background on Recommended Contractor**

The recommended firm, ComPsych Corporation (ComPsych), located in Chicago, Illinois, was founded in 1984. It is a worldwide provider of fully integrated employee assistance programs, behavioral health, wellness, work-life, HR, US Family and Medical Leave Act (FMLA) and absence management services.

ComPsych provides services to more than 56,000 organizations, covering more than 127 million individuals throughout the United States and 190 countries. Its clientele range from Fortune 100 companies to smaller public and private organizations, as well as government entities.

ComPsych Corporation has been providing EAP services to Metro since 2016 and performance has been satisfactory.

## DEOD SUMMARY

## EMPLOYEE ASSISTANCE PROGRAM SERVICES / PS186372000

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established an 8% Disadvantaged Business Enterprise (DBE) goal for this solicitation. ComPsych Corporation met the goal by making an 8% DBE commitment.

<b>Small Business Goal</b>	<b>8% DBE</b>	<b>Small Business Commitment</b>	<b>8% DBE</b>
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	<b>DBE Subcontractor</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	Paper Jungle	Asian Pacific	8%
<b>Total Commitment</b>			<b>8%</b>

**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.

# **Metro Employee Assistance Program**

## **Agenda Item #33**

Executive Management Committee  
September 16, 2021



# Employee Assistance Program (EAP)

- The Metro Employee Assistance Program (EAP) is a service that provides personal counseling benefits to Metro employees and their families.
- Award a five-year firm fixed rate unit rate contract to ComPsych Corporation to provide a comprehensive EAP.
- The contract amount is for an amount not-to-exceed \$531,103 for the three-year base term, plus \$187,761 for the first option year, and \$193,394 for the second option year.
- The cost of the current contract is \$1.25 per employee per month (pepm).
- There is no cost increase for new contract. The price will remain the same throughout the life of the new five-year contract.
- DEOD recommends an 8% DBE goal for this procurement. This goal remained the same from current contract and ComPsych Corporation proposes to meet that goal.
- New contract will take effect **November 1, 2021**.



**Board Report**

**File #:** 2021-0509, **File Type:** Policy

**Agenda Number:** 34.

**REVISED**  
**EXECUTIVE MANAGEMENT COMMITTEE**  
**SEPTEMBER 16, 2021**

**SUBJECT: METRO ADVISORY BODY COMPENSATION POLICY**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. APPROVING the Metro Advisory Body Compensation Policy (ABCP) (Attachment B); and
- B. DELEGATING authority to the CEO, or CEO’s designee, to compensate Metro advisory body members pursuant to Metro’s ABCP Administrative Policy or as otherwise approved by the Metro Board.

**ISSUE**

During the Metro Board Meeting on February 25, 2021, Directors Mitchell, Garcetti, Solis, Kuehl, and Dupont-Walker requested a report to the Board with a review of compensation for Metro’s advisory bodies and a policy for the reasonable compensation of their members (see Attachment A).

**BACKGROUND**

Metro hosts a diverse range of councils, committees, and other advisory groups, most of whom have members who are not compensated for their time or expertise. The Advisory Body Compensation Policy offers a compensation model for participation by public members in Metro’s advisory bodies across its portfolio. Metro recognizes that our planning and decision-making processes could perpetuate practices that harm our most marginalized and vulnerable users without the participation of advisory group members with diverse and important cultural, geographic, or historically marginalized experiences. The time, expertise, and responsibility that public members bring to Metro advisory bodies are valuable to the agency and should be duly compensated through a standardized process.

The ABCP was developed by the Office of Equity and Race in partnership with the Offices of Communications, Ethics, Planning, and County Counsel to ensure the Policy is holistic and comprehensive in its application. Lead departments, offices, or units of existing advisory bodies were

also consulted in the development of the ABCP.

## **DISCUSSION**

The Advisory Body Compensation Policy was developed after a review of best practices. Staff conducted a literature review of national and local government agencies that have developed compensation policies for advisory bodies, including the cities/towns of Seattle, Los Angeles, Boulder, Chicago, Mill Valley, and Palm Beach, the county of Los Angeles, and Oregon Metro. Compensation frameworks of Oregon Metro, Palm Beach (town), and Los Angeles County emerged as the most compelling and relevant case studies and were used to develop the framework for ABCP.

All compensation policies reviewed recognize that compensation for advisory members acknowledges the unique expertise that public members bring forth to advisory bodies through lived experience and cultural expertise that an Agency would otherwise not have if members of the public were not on advisory bodies.

### **Defining Advisory Bodies**

Advisory bodies are groups, regardless of name, that provide input to Metro on program, project, and other issues, and develop recommendations, when requested, to enhance projects, programs, or other provisions. Below is a list of factors for determining whether a body is an eligible advisory body under the ABCP. An eligible advisory body does not need to fulfill every qualifier listed below to be eligible for the ABCP, nor is the list intended to be inclusive of all roles that advisory bodies may play at Metro.

Advisory bodies are groups that:

- Have defined roles, responsibilities, and membership
- Have members who offer specific or unique perspective, knowledge, skills, or experience which Metro may not have or otherwise adds value to Metro's work
- Provide input and recommendations to Metro on projects, scopes of work, programs, policies, budgets, and other provisions
- Review and evaluate the various transportation proposals and alternatives within Los Angeles County
- Provide technical input and assistance to Metro on issues affecting local transit systems or transportation programs in Los Angeles County
- Assist Metro in improving and promoting bus and rail services to specific populations
- Assist Metro in improving and promoting transportation related projects and programs to specific populations
- Provide independent oversight and enhanced level of accountability for expenditures of sales tax revenues made under the adopted expenditure plan(s)

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Eligibility for Advisory Body Compensation Policy

Members of any formal advisory body, which has been created or sanctioned by Metro now or in the future, are eligible for compensation as of the effective date unless determined ineligible by preceding legislation or charters or bylaws.

Metro currently has 16 advisory bodies, with the five service councils, Measure M Oversight Committee, and the Public Safety Advisory Committee (as of July 2021) being the only groups currently receiving or approved to receive compensation. All advisory bodies created or sanctioned by Metro in the future will be eligible for compensation under the ABCP, unless determined ineligible by legislation or provisions in the ABCP. See Attachment C-B for eligibility determinations for existing advisory bodies.

Advisory Body Member Tiers

The ABCP has three tier categories for compensation: 1) Advise, 2) Advise and Prepare, and 3) Advise and Collaborate. The level of responsibility and roles of the advisory member increase with each tier, along with the compensation rate. Tiers focus on the advisory body member's potential time commitment, roles, and responsibilities while serving on the advisory body.

- The Advise tier applies to advisory body members who largely play an advisor for Metro staff with minimal responsibilities outside of attending meetings.
- The Advise and Prepare tier applies to body members responsible for one to two hours of preparation for meetings on top of attending meetings.
- The Advise and Collaborate tier applies to members whose responsibilities include collaboration with other members, Metro staff, and/or other community members or external partners, to develop a shared vision and outcomes.

Advisory Body Compensation Structure

The ABCP compensation structure includes three tiers of compensation, starting at \$100 per meeting, with a maximum of \$200 per meeting. Alternates encouraged to attend and/or participate in their body meetings will be paid \$25 less than the assigned compensation tier for their advisory body. Participation in any subcommittee meetings will be compensated at a rate of \$50 per meeting and count toward the annual cap rate for their compensation tier or advisory body membership type. All compensation is subject to increases based upon the Consumer Price Index (CPI). See the table below for a full outline of the compensation fee structure by compensation tier.

The ABCP includes an annual cap on compensation totals for advisory body member participation for



each fiscal year. A cap, or maximum, serves to manage budget and workload for each advisory body, but does not preclude a department from providing additional compensation with justification. All advisory members will be compensated only for meetings attended, regardless of the advisory body meeting schedule.

<b>Metro Advisory Body Compensation Structure*</b>				
<b>Compensation Type</b>	<b>Regular Compensation Rate</b>	<b>Maximum Compensation Per Fiscal Year</b>	<b>Alternate Rate</b>	<b>Maximum Compensation Per Fiscal Year</b>
<b>Advise</b>	\$ 100 per meeting	\$3,100	\$75 per meeting	\$2,500
<b>Advise and Prep</b>	\$ 150 per meeting	\$4,300	\$125 per meeting	\$3,700
<b>Advise and Collaborate</b>	\$ 200 per meeting	\$5,500	\$175 per meeting	\$4,900
<b>Subcommittee Participation On</b>	\$ 50 per meeting	\$1,200	\$50 per meeting	\$1,200

\*CPI annual increases can occur.

Advisory Body Member Compensation Eligibility

All public members serving on Metro advisory bodies will be eligible for compensation regardless of immigration status, housing status, ability, or any other status that may be a barrier to participation. The ABCP excludes Metro employees and any public agency, Councils of Government, or elected office staff who serve on advisory bodies as part of their professional role. Members who 1) work for a contractor or organization holding an active contract with LACMTA and 2) participate or are listed in the contract activities, while serving on an advisory body are not eligible for advisory body compensation for the contract duration. This applies to all contractors, including non-profit organizations and community-based organizations. Further, the ABCP only applies to members of the public who are formal members of Metro created and sanctioned advisory bodies. Application of the ABCP to future advisory bodies will be determined on a case-by-case basis.

The ABCP includes potential compensation alternatives for those who may not be able to accept compensation in the form of a check or direct deposit, which will be finalized in the forthcoming Implementation Guidelines.

Compensation Agreement

Receiving compensation from Metro is entirely voluntary and is not required. Members of the public can choose to opt in or out of receiving compensation from Metro via the Compensation Agreement which all advisory body members will be required to sign.

## **FINANCIAL IMPACT**

The financial impact to the FY22 budget will be determined by individual departments, in consultation with the Office of Equity and Race and Community Relations, as they implement the ABCP. Overall, the financial impact is estimated to range from \$331,200 to \$1,518,000 per fiscal year, inclusive of all existing advisory bodies eligible. The actual amount will depend on the final determination of the tier level for each existing advisory body and the determination of eligibility for new advisory bodies.

## **EQUITY PLATFORM**

The Advisory Body Compensation Policy is one tool in a growing toolkit, that helps reduce barriers and support participation in Metro's decision-making and planning processes. The ABCP helps advance equitable outcomes that uplift the lived experiences of historically marginalized and vulnerable users by providing compensation and alleviating a financial barrier to participation for members who do not have the ability to donate their time to Metro. All public members, regardless of immigration status, housing status, ability, or any other status that may be a barrier to participation, are eligible for the ABCP.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This recommendation supports strategic plan goals #4.1 and #3.3 by helping Metro collaborate with the public, foster trust with everyday stakeholders in its planning processes and creates an opportunity for robust community engagement opportunities that reflect the communities Metro serves.

## **NEXT STEPS**

The Office of Equity and Race will develop Implementation Guidelines to accompany the ABCP and support staff implementing the ABCP to their advisory bodies. Training will also be provided to all Metro staff who lead an advisory body to ensure comprehensive application of the ABCP.

## **ATTACHMENTS**

Attachment A - 2021-0187 Board Motion

Attachment B - Advisory Body Compensation Policy

Attachment B C - Existing Advisory Body Compensation Charts

Prepared by: Carolyn Vera, Principal Transportation Planner, OER (213) 424-5994  
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Reviewed by: Nicole Englund, Chief of Staff, (213) 922-7950



Stephanie N. Wiggins  
Chief Executive Officer



## Board Report

**File #:** 2021-0187, **File Type:** Motion / Motion Response

**Agenda Number:**

### REGULAR BOARD MEETING MARCH 25, 2021

#### Motion by:

**DIRECTORS MITCHELL, GARCETTI, SOLIS, KUEHL, AND DUPONT-WALKER**

Related to Item 26: Transit Law Enforcement Services

Metro's efforts to reimagine public safety requires the expertise of its riders. Members of the newly formed Public Safety Advisory Committee (PSAC) will provide their time in meetings and reflection outside of meetings to make recommendations about the future of public safety. Metro should ensure that members of this committee are appropriately compensated for their time, as it should with other areas of expertise.

Related to discussions on whether to amend Metro's existing Transit Law Enforcement Services contract, the Chief Executive Officer has recommended that even greater expectation be placed on PSAC members to meet over the next six months and present a set of recommendations on Transit Law Enforcement Services. The justification for compensation and appropriate resourcing is stronger than ever. We stress the urgency of this action, as PSAC intends to hold its first meeting in April 2021.

Moreover, PSAC is but one of many advisory committees that Metro convenes to seek expertise from its ridership and broader community. Compensating advisory committee members - in some way - means that more people can participate, including people who are most reliant on Metro services. This aligns with Metro's efforts to fix racial and income inequities across the region. Metro must prioritize compensating expertise across the Agency, in accordance with its values. For these reasons, Metro should take a broader reevaluation of if and how advisory committees should be compensated, including but not limited to stipends, reimbursements, and other potential forms of compensation.

**SUBJECT: AMENDMENT TO TRANSIT LAW ENFORCEMENT SERVICES**

#### **RECOMMENDATION**

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

A. Report to the Operations Committee in April 2021 on a plan to reasonably compensate members of the Public Safety Advisory Committee, including but not limited to options for stipend,

reimbursement, and other forms of compensation;

B. Report to the Board in June 2021 with a review of compensation for Metro's advisory committees and a policy for the reasonable compensation of their members; and

C. Include in each monthly Transit Public Safety report updates on the progress and activities of the Public Safety Advisory Committee



**Metro**

**GENERAL MANAGEMENT  
Advisory Body Compensation Policy (ABCP)**

(GEN 62)

**POLICY STATEMENT**

Pursuant to the Board Approved Equity Platform (March 2018), Los Angeles County Metropolitan Transportation Authority (LACMTA) is committed to incorporating equity into all facets of LACMTA’s decision-making and genuinely engaging impacted communities in it’s processes, while continuously pursuing equitable outcomes in everything it does. This commitment includes investing resources to remove barriers and eliminate disparities in the participation of Black, Indigenous, People of Color (BIPOC) and other marginalized people in decision-making processes. This includes but is not limited to households with low-incomes, people with disabilities, immigrants, people with limited English proficiency, members of the lesbian, gay, bisexual, transgender and queer community, older adults, and youth. LACMTA acknowledges the systemic barriers and financial and emotional costs faced by BIPOC and other marginalized people in participating in LACMTA’s decision-making processes. The Advisory Body Compensation Policy (“Policy”) offers a compensation model designed to support and sustain participation by members of the public in advisory bodies across LACMTA’s portfolio.

**PURPOSE**

The Advisory Body Compensation Policy applies to LACMTA-established or sanctioned advisory bodies and is intended to determine when and how to compensate members of the public who serve on advisory committees.

**APPLICATION**

This policy applies to members of LACMTA-created or sanctioned advisory bodies.

Advisory body members are independent, and no language in the Policy will be construed to create the relationship of agent or employee, as between an advisory body member and LACMTA. Advisory body members will not be, or be construed to be, the employees or agents of LACMTA.

\_\_\_\_\_  
APPROVED: County Counsel or N/A

\_\_\_\_\_  
Department Head

\_\_\_\_\_  
ADOPTED: CEO

Effective Date: \_\_\_\_\_

Date of Last Review: \_\_\_\_\_



**Metro**

## **GENERAL MANAGEMENT**

### **Advisory Body Compensation Policy (ABCP)**

(GEN 62)

#### **1.0 GENERAL**

The Office of Equity and Race will administer this policy by serving as a resource for departments through implementation, overseeing eligibility determinations, overseeing, and tracking compensation tier determinations in coordination with Community Relations, and leading policy review and updates, as necessary.

The department, office, or unit responsible for administering an advisory body will be responsible for ensuring a compensation tier determination is made, budgeting for, funding, and ensuring payment of compensation for that advisory body, submitting five-year reviews to the CEO, and otherwise implementing the policy, as necessary.

#### **2.0 PROCEDURES**

These procedures establish administrative guidelines for determining compensation of members of the public serving on advisory bodies.

##### **2.1 Defining Advisory Bodies**

Advisory bodies are LACMTA-created or sanctioned groups, regardless of name, that voluntarily provide input to LACMTA on program, project, and other issues, and develop recommendations, when requested, to enhance projects, programs, or other provisions. The primary purpose of advisory bodies is to provide LACMTA with input and/or expertise from the perspective of members of the public or experts in specific fields. Advisory bodies can also bring together members of the public with views that are not often heard by LACMTA. Below is a list of factors for determining whether a body is an eligible advisory body under the Policy. An eligible advisory body does not need to fulfill every qualifier listed below in order to be eligible for the Policy, nor is the list intended to be inclusive of all roles that advisory bodies may play at LACMTA.

Advisory bodies are groups that:

- Have defined roles, responsibilities, and membership
- Have members who offer specific or unique perspective, knowledge, skills, or experience which LACMTA may not have or otherwise adds value to LACMTA's work
- Provide input and recommendations to LACMTA on projects, scopes of work, programs, policies, budgets, and other provisions
- Review and evaluate the various transportation proposals and alternatives within Los Angeles County
- Provide technical input and assistance to LACMTA on issues affecting local transit systems or transportation programs in Los Angeles County



**Metro**

## **GENERAL MANAGEMENT**

### **Advisory Body Compensation Policy (ABCP)**

(GEN 62)

- Assist LACMTA in improving and promoting bus and rail services to specific populations
- Assist LACMTA in improving and promoting transportation related projects and programs to specific populations  
Provide independent oversight and enhanced level of accountability for expenditures of sales tax revenues made under the adopted expenditure plan(s)

Any new advisory body that is created or sanctioned by LACMTA will need to pose a unique or different value than existing advisory bodies and be reviewed for eligibility under the Policy.

#### **2.2 Advisory Body Eligibility**

Members serving on any formal advisory body, that has been or is created or sanctioned by LACMTA, are eligible for compensation under the Policy as of the effective date unless determined ineligible by the preceding legislation, charters or bylaws, or provisions in the Policy. Eligibility for the Policy may include informal advisory bodies that have been created by LACMTA and will be assessed on a case-by-case basis. Upon a determination that members of the public are asked to fulfill the same or similar roles as those described in compensation tiers below for informal advisory bodies, they will be eligible for compensation based on the tier that best fits their role. Groups that LACMTA participates in or facilitates but did not create or sanction will not be eligible for compensation under this Policy. Advisory bodies developed for project-based needs will be assessed on a case-by-case basis for eligibility under the Policy. Further information on the eligibility of project-based groups will be outlined in the forthcoming Implementation Guidelines.

#### **2.3 Advisory Body Member Eligibility**

All members of the public serving on LACMTA advisory bodies will be eligible for compensation regardless of immigration status, housing status, ability, or any other status that may be a barrier to participation. The Policy currently excludes LACMTA employees and any public agency, Councils of Governments, or elected office staff who serve on advisory bodies as part of their professional role. Members who 1) work for a contractor or organization holding an active contract with LACMTA and 2) participate or are listed in the contract activities, while serving on an advisory body are not eligible for advisory body compensation for the duration of the contract. This applies to all contractors, including non-profit organizations and community-based organizations. Once no longer under contract with LACMTA, an advisory body member may receive compensation. Further, the Policy only applies to members of the public who are formal members of LACMTA created and sanctioned advisory bodies. Application of the Policy to unofficial advisory bodies will be determined on a case-by-case basis.





**Metro**

**GENERAL MANAGEMENT**  
**Advisory Body Compensation Policy (ABCP)**

(GEN 62)

**2.4 Advisory Body Member Tiers**

The Policy has three tier categories for compensation: 1) Advise, 2) Advise and Prepare, and 3) Advise and Collaborate. The level of responsibility and roles of the advisory member increase with each tier, along with the compensation rate. Tiers focus on the advisory body member's potential time commitment, roles, and responsibilities while serving on the advisory body.

- The Advise tier applies to advisory body members that largely play the role of an advisor for LACMTA staff with minimal responsibilities outside of attending meetings.
- The Advise and Prepare tier applies to body members responsible for one to two hours of advance preparation for meetings on top of attending meetings.
- The Advise and Collaborate tier applies to members whose responsibilities include collaboration with other members, LACMTA staff, and/or other community members or external partners, to develop a shared vision and outcomes. The Advise and Collaborate tier should be applied when advisory members have a moderate to significant workload outside of advisory committee meetings.

Determination of an advisory body's categorization in a specific tier will be determined by the LACMTA department managing the respective advisory body, in consultation with the Office of Equity and Race and Community Relations.



**Metro**

**GENERAL MANAGEMENT**  
**Advisory Body Compensation Policy (ABCP)**

(GEN 62)

<b>LACMTA Advisory Body Compensation Policy Tiers</b>	
<b>Tiers</b>	<b>Roles and Responsibilities</b>
<b>Advise</b>	<ul style="list-style-type: none"> <li>-Participate in advisory body meetings once a month or less</li> <li>-Provide feedback on topics discussed at the advisory body meeting</li> <li>-Includes light advance review of materials in preparation for meetings</li> </ul>
<b>Advise and Prepare</b>	<ul style="list-style-type: none"> <li>-Participate in advisory body meetings once a month or less</li> <li>-May participate in advisory subcommittees</li> <li>-Provide feedback on topics discussed at the advisory body meeting</li> <li>-Advise or provide feedback on pieces of LACMTA's scope of work, such as draft community engagement plans</li> <li>-May require 1-2 hours of advance review of materials or other preparation for meetings, including workgroup meetings, community engagement efforts, and other tasks per meetings</li> </ul>
<b>Advise and Collaborate</b>	<ul style="list-style-type: none"> <li>-Participate in advisory body meetings twice a month or more</li> <li>-Participate in advisory subcommittees</li> <li>-May require 2-4 hours of advance review of materials or other preparation for meetings, including readings, workgroup meetings, and other tasks per meeting</li> <li>-Provide input on how LACMTA will design, plan, and execute pieces of LACMTA's scope of work</li> <li>-Provide input on substantial scopes of work from LACMTA, provide expertise on topics that other technical consultants are typically compensated for</li> <li>-Support LACMTA with external outreach or engagement with the public, a particular community or population, an affiliated group, and/or community-based organizations (CBO) on topics addressed in the advisory body</li> </ul>

**2.5 Advisory Body Compensation Structure**

The compensation structure has three tiers which align with the advisory body member tiers. Compensation will be provided on a per meeting basis, with a fiscal year maximum. Payments will be provided by a check or direct deposit, unless an alternate form of compensation is required, as described in section 2.5.6.

**2.5.1 Compensation Structure**

The Advise tier compensation rate is set on a per meeting attended basis, with each subsequent tier increasing per meeting, up to the CEO-approved maximum. Alternates encouraged to attend and/or that participate in their body meetings will be paid at lower rates than the assigned compensation tier for their advisory body. (See Attachment 1: Advisory Body Compensation Charts, Table 1 for



**Metro**

## **GENERAL MANAGEMENT**

### **Advisory Body Compensation Policy (ABCP)**

(GEN 62)

current rates).

The Policy includes an annual cap on compensation totals for advisory body member participation for each fiscal year. A cap, or maximum, serves to manage budget and workload for each advisory body, but does not preclude a department from providing higher compensation with justification. All advisory members will be compensated only for meetings attended, regardless of the advisory body meeting schedule. Advisory body members are responsible for determining accuracy of their meeting attendance, as discussed in section 2.5.6 below. Compensation will only apply to roles and responsibilities identified by advisory body administrators. Advisory body members will not be compensated for time spent on activities conducted outside of defined roles and responsibilities.

#### **2.5.2 Subcommittee Meeting Rates**

Advisory committee members may participate in both regular and subcommittee meetings. Some committees may include alternate and/or non-voting members who may only actively participate in subcommittee meetings. Participation in any subcommittee meetings will be compensated at a designated rate per meeting, regardless of whether the participant is a regular advisory committee member or an alternate/non-voting member, up to the cap rate for their compensation tier or member status. (See Attachment 1: Advisory Body Compensation Charts, Table 1 for current rates). Members of the public who participate in subcommittee meetings but are not regular or alternative members of the general advisory body will not be eligible for compensation under this Policy.

If an advisory body does not have existing subcommittees as of the effective date of the Policy, the body will need to have a process to define subcommittees and require approval from LACMTA staff who facilitate the body for subcommittee participation to be eligible for compensation. Advisory body members will be required to provide a justification for the creation of the subcommittee as well as identify scope. An acceptable justification may include a reason, such as regular body meetings not providing sufficient time to discuss critical topics relevant to the advisory body.

#### **2.5.3 Maximum Compensation**

Each compensation tier includes a maximum amount a participant may receive as a committee member in a single fiscal year. After a member's fiscal year maximum is reached, additional participation will be uncompensated until the start of the next fiscal year. Maximum compensation thresholds apply to eligible advisory bodies for each individual member. For example, if a member of the public serves on more than one LACMTA advisory body, that individual is subject to separate capped maximum compensation amounts for each separate advisory



**Metro**

**GENERAL MANAGEMENT**  
**Advisory Body Compensation Policy (ABCP)**

(GEN 62)

body.

Each department will be responsible for funding and tracking the compensation for advisory bodies they manage. A cap, or maximum, serves to manage budget and workload for each advisory body, but does not preclude a department from providing higher compensation with justification. It will be up to the individual discretion of the lead department, office, or unit to budget for, justify during the tier determination process, and provide compensation beyond the annual maximum compensation amount identified in the Policy. For projects that include advisory bodies in their scope of work, sufficient budget should be allocated for advisory member compensation at the determined tier.

#### 2.5.4 Compensation Tier Determination

Each department, office, or unit responsible for administering an advisory body will submit their proposed compensation tier, maximum budget for the advisory body including any justification if higher than prescribed under the Policy, and documentation of Policy funding in the annual budget to the Office of Equity and Race and Community Relations for review of consistency with the Policy. Once the Office of Equity and Race and Community Relations approve the proposed compensation tier, LACMTA staff will commence payment of the advisory body. If the proposed compensation tier is determined to be inconsistent with the Policy, the lead department, office, or unit will be requested to resubmit for another round of review. If the lead department, office, or unit determines that the body is not eligible for compensation, a justification must be submitted for review and confirmation by the Office of Equity and Race. If the roles and responsibilities of an advisory body change or expand, the lead will be required to submit for another review of the compensation tier for that body. Further guidance on compensation tier determination will be provided in the Implementation Guidelines.

#### 2.5.5 Memorandum of Understanding and Compensation Agreement

Advisory members who serve on a body without existing bylaws and charters must sign a Memorandum of Understanding (MOU) that summarizes the roles and responsibilities for participation on their advisory body and the determined compensation tier. The MOU provided with the Policy is meant to serve as a template for advisory bodies and should be amended to fit application to eligible bodies as necessary. Bodies with existing bylaws and charters will be required to amend their bylaws and charters with the compensation tier determination and updated roles and responsibilities, and payment details as applicable by the Policy.

Receiving compensation from LACMTA is entirely voluntary and is not required.



**Metro**

## **GENERAL MANAGEMENT**

### **Advisory Body Compensation Policy (ABCP)**

(GEN 62)

Members of the public can choose to opt in or out of receiving compensation from LACMTA via the Compensation Agreement which all advisory body members will be required to sign. Compensation Agreements will be valid for the length of the advisory body's established term or one fiscal year for advisory bodies without established terms. Compensation Agreements will require annual review and updates only if needed to reflect any changes in membership or anything that would affect a member's eligibility, the advisory body's tier status determination, or the payment agreement among advisory body members.

If an advisory body member wishes to change their opt-out decision during the fiscal year after a Compensation Agreement was finalized, they will need to request a change with a staff representative of the LACMTA department managing their advisory body to determine budget and administrative feasibility for a mid-year change. Retroactive payment will not apply for the period the member opted out of payment.

All advisory members who receive compensation will also be required to submit a W4 and/or other required documentation if a compensation alternative is needed.

#### **2.5.6 Payment Processing**

Advisory body members will be paid within one (1) month of their last meeting, pending confirmed attendance of each meeting. It is the responsibility of advisory body members to clarify or correct inaccurate record of their meeting attendance with the managing LACMTA staff of the advisory body. Compensation alternatives will be available for advisory body members who may require compensation in a form other than check or direct deposit.

Payment will be issued via check or direct deposit unless a member requires a compensation alternative. Members who request a check will have it mailed to the address provided or will be able to pick up checks at LACMTA Headquarters or a Division nearest to them. Office, department, or unit leads must notify advisory body members of the option to pick up checks at nearby LACMTA Divisions if an alternative is requested.

## **2.6 Compensation Alternatives**

### **2.6.1 Compensation Alternatives Criterion**

This Policy seeks to reduce barriers to advisory body participation for all members of the public. Compensation alternatives are available to accommodate advisory body members who may not be able to accept compensation in the form of a check or direct deposit. Reasons for requesting compensation alternatives must be kept private and not impact the participation of an advisory body



**Metro**

## **GENERAL MANAGEMENT**

### **Advisory Body Compensation Policy (ABCP)**

(GEN 62)

member. Compensation alternatives will only be available for advisory members who qualify for any of the following criterion:

- The advisory body member is unbanked and/or unable to open a financial institution account;
- The advisory body member is a minor under the age of 18 years old;
- The advisory body member concurrently receives social or public benefits during their tenure **and** additional forms of income would make them ineligible for these existing benefits; and/or
- The advisory body member does not have a United States Social Security card or number.

If an advisory body member qualifies under one or more of the criterion above, LACMTA may provide potential payment alternatives such as pre-paid cards, gift cards, or an LACMTA-provided TAP Card at an amount equal to the member's determined compensation rate. Some compensation alternatives may still be considered income and may not be a suitable alternative for those who receive social benefits and for whom additional forms of income would make them ineligible for these existing benefits. Additional compensation alternatives are being explored and will be finalized in the forthcoming Implementation Guidelines.

#### **2.6.2 Compensation Alternative Eligibility Review**

Eligibility for alternative compensation will be reviewed by an inter-departmental team comprised of representatives from the Office of Equity and Race and Community Relations on an as-needed basis. Eligibility for alternative compensation accommodations would be set for the tenure of an advisory member's service on all LACMTA advisory bodies unless the member requests a re-evaluation due to a change in eligibility. Acceptable changes in eligibility are loss, or a reasonable anticipation of loss, of social or public benefits, an advisory member becoming eligible to receive compensation via check or digital transfer or change in possession of a Social Security number.

#### **2.7 Compliance Oversight**

The Policy and all activities will be monitored on an annual basis through an independent review and/or audit performed by LACMTA Management Audit Services to ensure compliance by all LACMTA-created or sanctioned advisory bodies.

#### **2.8 Participation Support**

Participation support is a tool for promoting more equitable outcomes for members of the public who may experience barriers to participating in advisory bodies. It includes



**Metro**

## **GENERAL MANAGEMENT**

### **Advisory Body Compensation Policy (ABCP)**

(GEN 62)

resources provided to facilitate public participation in advisory body meetings, such as food, childcare, transportation, translation/live interpretation, and other incentives that facilitate public participation towards equitable outcomes. Participation support is different from compensation and should not be considered a replacement for compensation as established by this Policy.

#### **2.9 ABCP Best Practices**

The following best practices are to be implemented with every advisory body that is eligible under the Policy. ABCP best practices are meant to support staff in implementation of the Policy and ensure that implementation is consistent. They are as follows:

- Build advisory body compensation costs into department budgets annually.
- Advise members that compensation received as part of the advisory body constitutes income and could impact any public benefits.
- Determine and clearly communicate compensation tiers and payment methods before any participation begins.
- Issue payment to advisory body members within one (1) month of their last meeting, pending confirmed attendance of each meeting.

The Office of Equity and Race will regularly review the ABCP best practices, incorporating internal and/or external agency practices, as appropriate.

#### **3.0 Sunset Dates**

Existing advisory bodies, with the exception of those governed by legislation, will have sunset dates established every five years from the date of their tier determination for a review of the body's scope, role, compensation tier, and accomplishments, to be evaluated by the CEO. Sunset dates will be up to five years after the Policy tier determination date for existing and future advisory bodies.

#### **4.0 DEFINITION OF TERMS**

**Compensation Alternatives** – Payment accommodations, such as general gift cards or pre-paid cards, available to advisory body members who may be unbanked, who concurrently receive social or public benefits during their tenure and where additional forms of income would make them ineligible for these existing benefits, and/or who do not have a United States Social Security card or number.

**Compensation Agreement** – A signed payment agreement between the advisory body members and LACMTA that outlines requirements to receive payment and allows the advisory body member to opt in or out of receiving payment.



**Metro**

## **GENERAL MANAGEMENT**

### **Advisory Body Compensation Policy (ABCP)**

(GEN 62)

**Memorandum of Understanding (MOU)** – An agreement made between LACMTA and the advisory member that outlines roles and responsibilities, expectations, compensation tier, payment process and timeline, and schedule.

**Social or Public Benefits** – Payments received by an individual for membership or eligibility in various government programs including, but not limited to, Social Security, Disability (short-term, Social Security, veterans, workers' compensation, long-term, retirement, etc.), Family and Medical Leave Act (FMLA) or Pregnancy Disability Leave, CalFresh, Women, Infants, & Children (WIC), Medi-Cal or Health Care/Coverage, and/or Unemployment.

**Unbanked Populations** – Members of the public who may not have a bank account or may be unable to open a financial institution account that can receive direct payment from LACMTA.

#### **5.0 RESPONSIBILITIES**

**Community Relations** reviews compensation tiers for each advisory body and requests for compensation alternatives.

**Management Audit Services (MAS)** will conduct annual audits of advisory body compliance and compensation.

**Office of Equity and Race** oversees implementation of the Policy; oversee advisory body eligibility determinations; advises departments, offices, or units on Policy implementation; reviews compensation tier for each advisory body; reviews requests for compensation alternatives

**Office, Department or Unit Leading Advisory Body** determines and submit compensation tier review for each advisory body it leads; submits requests for compensation alternatives; executes MOUs and Compensation Agreements with advisory body members; budgets appropriate funding for payment of advisory body members from the office, department, or unit's budget; and submits attendance forms to Payroll for payment of advisory body members.

**Payroll** issues payment to advisory body members for bodies with completed attendance form

#### **6.0 FLOWCHART**

Not applicable.

#### **7.0 REFERENCES**





**Metro**

**GENERAL MANAGEMENT  
Advisory Body Compensation Policy (ABCP)**

(GEN 62)

- Metro Equity Platform (2018)

**8.0 ATTACHMENTS**

1. Advisory Body Compensation Charts
2. Memorandum of Understanding
3. Compensation Agreement

**9.0 PROCEDURE HISTORY**

XX/XX/21    New policy



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**ADVISORY BODY COMPENSATION CHARTS**

Advisory body compensation tiers are as follows, subject to CEO approval.

**Table 1: Compensation Structure**

LACMTA Advisory Body Compensation Structure				
Compensation Tier	Regular Compensation Rate	Maximum Compensation Per Fiscal Year	Alternate Rate	Maximum Compensation Per Fiscal Year
<b>Advise</b>	\$ 100 per meeting	\$3,100	\$75 per meeting	\$2,500
<b>Advise and Prepare</b>	\$ 150 per meeting	\$4,300	\$125 per meeting	\$3,700
<b>Advise and Collaborate</b>	\$ 200 per meeting	\$5,500	\$175 per meeting	\$4,900
<b>Subcommittee Participation Only</b>	\$ 50 per meeting	\$1,200	\$50 per meeting	\$1,200

LACMTA has 16 advisory bodies as listed below. Six of the 16, including the Service Councils and Measure M Oversight Committee, received compensation and one was approved for compensation prior to the Policy. The table below lists existing advisory bodies and their proposed eligibility under the Policy.

This table will be updated as the Board of Directors or the Chief Executive Officer approve new advisory bodies.

**Table 2: Advisory Body Eligibility**

Advisory Body	Current Compensation	Eligibility for ABCP	Justification
Office of Extraordinary Innovation Advisory Board	Not currently compensated	Eligible	Fulfill roles and responsibilities in ABCP
Accessibility Advisory Committee	Not currently compensated	Eligible	Fulfill roles and responsibilities in ABCP
Technical Advisory Committee (TAC)	Not currently compensated	Eligible with exception	Majority of advisory body members work for government, city, or other agencies. One member is a member of the public.
Transportation Business Advisory Council (TBAC)	Not currently compensated	Eligible	Fulfill roles and responsibilities in ABCP



**Metro**

Public Safety Advisory Committee	Not currently compensated	Eligible	Compensation approved by LACMTA Board in July 2021
Community Advisory Council (CAC)	Not currently compensated	Eligible	Fulfill roles and responsibilities in ABCP
Policy Advisory Council (PAC)	Not currently compensated	Eligible with exception	Majority of advisory body members work for government, city, or other agencies.
Metro Sustainability Council	Not currently compensated	Eligible	Fulfill roles and responsibilities in ABCP
Independent Citizen's Advisory and Oversight Committee - Prop A and C (ICAOC)	Not currently compensated	Not eligible	Not eligible for compensation per ICAOC Bylaws
Measure M Independent Taxpayer Oversight Committee	\$100/meeting	Eligible	Currently receive compensation. Fulfill roles and responsibilities in ABCP
Measure R Independent Taxpayer Oversight Committee*	Not currently compensated	Not eligible	Legislation prohibits compensation
Gateway Cities Service Council*	\$100/meeting	Eligible	Currently receive compensation. Fulfill roles and responsibilities in ABCP
San Fernando Valley Service Council*	\$100/meeting	Eligible	Currently receive compensation. Fulfill roles and responsibilities in ABCP
San Gabriel Valley Service Council*	\$100/meeting	Eligible	Currently receive compensation. Fulfill roles and responsibilities in ABCP
South Bay Service Council*	\$100/meeting	Eligible	Currently receive compensation. Fulfill roles and responsibilities in ABCP
Westside/Central Service Council*	\$100/meeting	Eligible	Currently receive compensation. Fulfill roles and responsibilities in ABCP

\*Advisory bodies approved by the Board of Directors

# Advisory Body Compensation Policy

Executive Management Committee– September 16, 2021

# Agenda

- The Why
- Defining Advisory Bodies
- Roles and Responsibilities
- Compensation Tiers and Rates
- ABCP Eligibility
- Compensation Alternatives
- Application to Existing Bodies



# Why Compensate Advisory Bodies?

- Compensating advisory members for their **time and expertise**
- Helps advance equitable outcomes that uplift the lived experiences of our historically marginalized and most vulnerable users
- Without the participation of community members with cultural, geographic, or historically marginalized experiences, our planning process could perpetuate harm

# Defining Advisory Bodies

- Have defined roles, responsibilities, and membership
- Have members who offer specific or unique perspective, knowledge, skills, or experience which LACMTA may not have or otherwise adds value to LACMTA's work
- Provide input and recommendations to LACMTA on projects, scopes of work, proposals, programs, policies, budgets, and other provisions
- Provide technical input and assistance to LACMTA on issues affecting local transit systems or transportation programs in LA County
- Assist LACMTA in improving and promoting bus and rail services to specific populations
- Assist LACMTA in improving and promoting transportation related projects and programs to specific populations
- Provide independent oversight and enhanced level of accountability for expenditures of sales tax revenues made under the adopted expenditure plan(s)

# LACMTA Advisory Body Compensation Policy Tiers

Tiers	Roles and Responsibilities
<b>Advise</b>	<ul style="list-style-type: none"> <li>-Participate in advisory body meetings once a month or less</li> <li>-Provide feedback on topics discussed at the advisory body meeting</li> <li>-Includes light advance review of materials in preparation for meetings</li> </ul>
<b>Advise and Prepare</b>	<ul style="list-style-type: none"> <li>-Participate in advisory body meetings once a month or less</li> <li>-May participate in advisory subcommittees</li> <li>-Provide feedback on topics discussed at the advisory body meeting</li> <li>-Advise or provide feedback on pieces of LACMTA's scope of work, such as draft community engagement plans</li> <li>-May require 1-2 hours of advance review of materials or other preparation for meetings, including workgroup meetings, community engagement efforts, and other tasks per meetings</li> </ul>
<b>Advise and Collaborate</b>	<ul style="list-style-type: none"> <li>-Participate in advisory body meetings twice a month or more</li> <li>-Participate in advisory subcommittees</li> <li>-May require 2-4 hours of advance review of materials or other preparation for meetings, including readings, workgroup meetings, and other tasks per meeting.</li> <li>-Provide input on how LACMTA will design, plan, and execute pieces of LACMTA's scope of work</li> <li>-Provide input on substantial scopes of work from LACMTA, provide expertise on topics that other technical consultants are typically compensated for</li> <li>-Support LACMTA with external outreach or engagement with the public, a particular community or population, an affiliated group, and/or community-based organizations (CBO) on topics addressed in the advisory body</li> </ul>



# LACMTA Advisory Body Compensation Structure

Compensation Tier	Regular Compensation Rate	Maximum Compensation Per Fiscal Year	Alternate Rate	Maximum Compensation Per Fiscal Year
<b>Advise</b>	\$ 100 per meeting	\$3,100	\$75 per meeting	\$2,500
<b>Advise and Prepare</b>	\$ 150 per meeting	\$4,300	\$125 per meeting	\$3,700
<b>Advise and Collaborate</b>	\$ 200 per meeting	\$5,500	\$175 per meeting	\$4,900
<b>Subcommittee Participation Only</b>	\$ 50 per meeting	\$1,200	\$50 per meeting	\$1,200

# ABCP Eligibility for Members

- **All members of the public**, regardless of immigration status, housing status, ability, or any other status that may be a barrier to participation
- Excludes LACMTA employees and any public agency, Council of Governments, or elected office staff who serve on advisory bodies as part of their professional role
- Excludes members who work for an organization or contractor holding an **active contract** with LACMTA and **participate** in contract activities while serving on an advisory body
  - Exclusion applies to contractors, including non-profit organizations and community-based organizations

# Compensation Alternatives

## Criterion for Compensation Alternative Eligibility

- Member is unbanked and/or unable to open a financial institution account;
- Member is a minor under the age of 18 years old;
- Member concurrently receives social or public benefits during their tenure **and** additional forms of income would make them ineligible for these existing benefits; and/or
- Member does not have a United States Social Security card or number.



# Proposed Eligibility for Existing Bodies

Advisory Body	Current Compensation	Eligibility for ABCP
Office of Extraordinary Innovation Advisory Board	None	Eligible
Accessibility Advisory Committee	None	Eligible
Technical Advisory Committee (TAC)	None	Eligible with exception
Transportation Business Advisory Council (TBAC)	None	Eligible
Public Safety Advisory Committee	\$200/meeting	Eligible
Community Advisory Council (CAC)	None	Eligible
Policy Advisory Council (PAC)	None	Eligible with exception
Metro Sustainability Council	None	Eligible
Independent Citizen's Advisory and Oversight Committee - Prop A and C (ICAOC)	None	Not eligible

# Proposed Eligibility for Existing Bodies (cont)

Advisory Body	Current Compensation	Eligibility for ABCP
Measure M Independent Taxpayer Oversight Committee	\$100/meeting	Eligible
Measure R Independent Taxpayer Oversight Committee	None	Not eligible
Gateway Cities Service Council	\$100/meeting	Eligible
San Fernando Valley Service Council	\$100/meeting	Eligible
San Gabriel Valley Service Council	\$100/meeting	Eligible
South Bay Service Council	\$100/meeting	Eligible
Westside/Central Service Council	\$100/meeting	Eligible

# Next Steps

- Develop Implementation Guidelines
- Facilitate staff training on the Policy
- Support all existing bodies with developing compensation tier and policy application





## Board Report

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File #: 2021-0574, File Type: Program

Agenda Number: 35.

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**REVISION #2**  
**EXECUTIVE MANAGEMENT COMMITTEE**  
**SEPTEMBER 16, 2021**

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

**ACTION: APPROVE RECOMMENDATIONS**

### **RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the FSI funding plan for Phase 1 (K-14) and Phase 2 (low-income riders) pilots (Attachment A) and status report;
- B. APPROVING implementation of Phase 1 (K-14); and
- C. APPROVING Low Income Fare is Easy (LIFE) improvements (Attachment G).

### **ISSUE**

On May 27, 2021, the Board passed Motion 45 (Garcetti, Mitchell, Krekorian, Hahn, Bonin, and Solis) on implementation strategies for the Fareless Systems Initiative (FSI). The motion directed the Chief Executive Officer to implement the Fareless System Initiative, subject to a final funding plan and while pursuing cost-sharing agreements, and report to the Board monthly on the development, launch, and performance of FSI. This report requests Board approval of the funding plan for FSI Phase 1 (K-14) and Phase 2 (low-income riders), as well as provides an update on the administrative coordination and financial viability of both phases, including the participation of municipal and local operators, impact to Access Services, the cost of fare collection, changes to the existing fare subsidy program, and the feasibility of using the Federal American Rescue Plan Act (ARPA) funding for the pilot.

### **BACKGROUND**

A fareless transit system in Los Angeles County is both an investment in social mobility and an important tool to assist in the fight against income and health inequality. A fareless system makes



Metro more accessible, while providing financial relief from the ever-rising cost of living for the working poor. The cost barrier to transit disproportionately impacts low-income households. High transportation costs limit mobility and access to employment, education, medical care, and social services.

FSI will allow the State and Federal government to more quickly reach its aggressive climate goals through increasing transit ridership, and improving air quality in one of the state's largest concentration of disadvantaged communities. As a result, a funding plan for FSI that identifies expected costs and sources of potential funding must assume state and federal funding, similar to most Metro programs, projects, and initiatives.

Motion 45 requests a report back on the administrative feasibility and financial viability of implementing FSI for K-12 students, community college students, and low-income riders. Over the last 90 days, staff has met with various school districts, community college districts, Access Services, municipal and local operators, as well as researching best practices for implementation. From this outreach, it is clear that FSI provides one element of universal basic mobility for LA County residents, but it is not a substitute for providing better service.

FSI poses the following policy questions:

- Is there a way to make transit more affordable for low-income residents?
- How can the region best move towards a more consistent regional standard for fare discount policies? and
- Is there a transit affordability solution that is financially viable and administratively feasible?

## **DISCUSSION**

The FSI Funding Plan (Attachment A) is categorized by two phases. Phase 1 has identified one-time ARPA funding and the opportunity for cost-sharing with school districts. Phase 2 continues to identify potential funding, but is still contingent on securing new federal, state and local funding.

### **Phase 1 - Fareless for K-14 Students Funding Plan**

#### **Estimated Revenue Losses**

The scope of Phase 1 covers K-12 and community college students. Additional operational costs are assumed to be absorbed in the existing Metro Transit Operations budget. As shown in the table below, fare revenue losses for Metro are estimated at \$33.5 million for Metro and \$16.4 million for municipal and local operators, for a total estimated Phase 1 financial impact of \$49.9 million for FY22 and FY23.

#### **Funding Plan**

For the Phase 1 pilot period through FY23, Metro can fund K-12 revenue losses with ARPA funds. Per Attachments B and C, participating municipal operators will also use their ARPA allocations to fund Phase 1. NOTE: Per Motion 45, the Phase 1 funding plan reserves existing funding agreements between school districts and transit operators.



Revenues from school agreements will be shared among participating FSI operators based on ridership will also support Phase 1. See the full list of school districts that have expressed interest in joining the program to date in Attachment D. Staff is currently working with these school districts to finalize agreements for implementation.

NOTE: Per Motion 45, the Phase 1 funding plan does not reduce existing transit operations or state of good repair expenditures or use regional funding typically committed to bus and rail transit operations or intended for the capital program. As ARPA is a new, one-time funding source that will not extend beyond FY23, other new sustainable federal, state, or local funds must be secured to maintain the program beyond the pilot period.

## **Phase 2 - Fareless for Low-Income Riders Funding Plan**

### **Estimated Revenue Losses and Program Costs**

As shown in Attachment A, the total financial impact is estimated at \$229 million for Metro and \$210 million for municipal and local operators, for a total estimated Phase 2 financial impact of \$439 million for Year 1 and Year 2.

The bond defeasance amount includes a one-time payment of \$80 million to defease bonds for Pilot Year 1 prior to implementation and a savings of \$12 million annually on related debt service payments. Administrative costs of a new low-income verification program are estimated based on the current costs of LIFE program administration. Additional costs for municipal and local operators equal the estimates included in an April 2021 letter from LACMOA to the Metro Board Chair (Attachment B).

### **Funding Status**

NOTE: Per Motion 45, the Phase 2 funding plan does not reduce existing transit operations or state of good repair expenditures or use regional funding typically committed to bus and rail transit operations or intended for the capital program. There is not enough capacity in Metro's current Transit Operations budget for Phase 2 of the pilot. Therefore, implementation is contingent on identifying new sustainable federal, state, local, or other funding sources.

As a result, staff has pursued federal and state opportunities and legislation to fund FSI in partnership with implementation partners and key stakeholders. The infrastructure bill passed by the U.S. Senate last month includes funding increases for transit. However, it does not include dedicated funding for FSI or a pilot program for fareless transit. Nevertheless, staff will continue to advocate at the State and Federal level for funding as their participation is a critical element of the funding plan for Phase 2.

Staff will continue to seek additional potential revenue generating opportunities, such as discretionary programs, philanthropic sources, business partnerships, and opportunities created by new legislation. Staff is actively working to enhance resources to maximize new revenue and maintain return on

resource investment.

**Cost of Fare Collection**

The regional TAP fare collection system used in Los Angeles County is administered by Metro on behalf of the region. Currently, TAP is used by 26 transit agencies county-wide, plus Metro Micro, Metro Bike Share, and the Metro parking program. In addition to serving as the regional fare collection system, TAP also provides valuable ridership and demographic information used to plan routes and inform policy decisions based on how real riders use transit.

As shown in the table below, the annual cost to Metro for the administration of the TAP system is \$74 million. Metro’s annual estimated fare revenue is \$250 million. For FY22 Metro’s budgeted fare revenues are \$73.2 million per the FY22 adopted budget, including reduced fare revenue projections due to the ongoing pandemic. In FY23, fare revenues are expected to return to 95.5% of pre-pandemic levels, or approximately \$239 million. Across all 26 transit agencies in the region, annual TAP fare revenues are about \$335M annually. Therefore, the cost of fare collection represents approximately 30% of Metro’s average annual revenue and 22% of the regional revenues collected via TAP.

<b>Annual Fare Collection Costs by Department</b>	<b>Labor</b>	<b>Non-Labor</b>	<b>Total</b>	<b>%</b>
<i>TAP - Operations and Regional Payment Processing</i>	\$ 9.5	\$ 20.9	\$ 30.4	41%
<i>Security - Fare Enforcement and Cash Collections Support</i>	13.1	-	13.1	18%
<i>Revenue Collections - Cash Collection and Cash Counting</i>	11.6	0.5	12.1	16%
<i>Communications - Customer Information and Reduced Fare Admin</i>	11.2	-	11.2	15%
<i>Operations - Farebox Repair and Installation</i>	2.5	0.2	2.7	4%
<i>Other (Transit Court, ITS, Legal, Audit)</i>	0.2	4.7	4.9	7%
<b>Total Annual Fare Collection Costs by Department</b>	<b>\$ 48.1</b>	<b>\$ 26.3</b>	<b>\$ 74.4</b>	<b>100%</b>

Less than half of total fare collection costs reside in the TAP department, with the remaining 59% in Security, Revenue Collections, Communications, Operations, Transit Court, ITS, Legal, and Audit. Non-labor costs are \$26.3 million, or 35% of total fare collection costs. This non-labor amount includes the Cubic contract at \$13.4 million, or 18% of total fare collection costs. Labor costs are \$48.1 million, or 65%, with 282 total FTEs across 4 labor unions as shown in the table below.

Union	FTE	% of total FTE
TCU	119	42%
TEAMSTER	98	35%
NC	42	15%
ATU	14	5%
AFSCME	9	3%
<b>Total</b>	<b>282</b>	<b>100%</b>

Estimated Savings from Elimination of Fare Collection

If TAP were eliminated county-wide, total savings would be approximately \$26.3M, the total non-labor amount for annual fare collection costs. This assumes no change in staffing, with all 282 FTEs reallocated to other functions within the agency. (NOTE: Fare enforcement and Cash Collections Support is provided by in-house Transit Security staff.) If Metro eliminates fares, but other TAP operators continue to collect fares, Metro would continue to administer TAP on behalf of the region. In this scenario, approximately 55% of non-labor costs would remain for a potential savings of \$14.5 million, as shown in the table below.

Non-Labor Costs of Fare Collection	Universal Free	Metro Free
<i>TAP - Operations and Regional Payment Processing</i>	\$ 20.9	\$ 11.5
<i>Security - Fare Enforcement and Cash Collections Support</i>	-	-
<i>Revenue Collections - Cash Collection and Cash Counting</i>	0.5	0.3
<i>Communications - Customer Information and Reduced Fare Admin</i>	-	-
<i>Operations - Farebox Repair and Installation</i>	0.2	0.1
<i>Other (Transit Court, ITS, Legal, Audit)</i>	4.7	2.6
<b>Potential Savings</b>	<b>\$ 26.3</b>	<b>\$ 14.5</b>

One-Time Costs to Eliminate Fare Collection

If fares are eliminated county-wide, Metro would incur an estimated \$151.4 million in one-time costs to discontinue the TAP system. This amount includes penalties for early termination of contracts, refunds of stored value currently loaded to customer TAP cards, and removal of fare collection infrastructure, as shown in the table below.

One-Time Costs to Eliminate Fare Collection	Non-Labor	%
Early Termination - Remaining Value of Current Contracts	\$ 96.3	64%
Refunds of Unused Fare Products	42.8	28%
Removal of Gates, TVMs, and SAVs	12.3	8%
<b>Total One-Time Costs to Eliminate Fare Collection</b>	<b>\$ 151.4</b>	<b>100%</b>

### **FSI Phase 1 (K-14) Status**

On July 22, 2021, staff presented to the Board an update on the FSI Phase 1 program that identified a group of districts/schools for mobilization. Early mobilization efforts with these districts allowed staff to test the administrative processes of distributing and registering student cards on the new student portal for a smaller group of students and schools prior to a countywide FSI Phase 1 launch. A total of 17,397 students from 28 participating schools had access to the FSI K-12 program during the test period.

#### Schools/districts in testing phase:

- California School of the Arts - San Gabriel Valley (Duarte), 1,130 Students
- Centinela Valley Union High School District, 8 Schools, 6,657 Students
- Culver City Unified 9 schools, 7,076 students, partnership with Culver City Bus
- Los Angeles Academy of Arts and Enterprise (LAAAE - Downtown Los Angeles), 275 Students
- North Valley Military Institute - Sun Valley, 759 Students
- Youth Build Charter Schools - 10 Schools, 1,500 Students (Compton, East LA, El Monte, Hollywood, Lennox, Norwalk, Palmdale, South LA, Whittier)

As of September 7, 2021:

- 5,400 test cards have been distributed
- 1,149 cards have been registered in the portal (86% are 13 years or older vs. 14% Under 13)
- Cards have been tapped 7,046 times by 613 unique users

See detailed test group data in Attachment E.

The registration portal designed by TAP staff showed a very low error rate of less than 1%. Feedback from students and parents showed that the portal was very easy to use and accomplished our goal of streamlining the application process.

#### Los Angeles Unified School District (LAUSD)

LAUSD, the second-largest school district in the nation, has verbally committed to participate in the FSI K-12 program at the \$3 per student cost-sharing rate, and the agreement is being finalized. This will provide all 450,000 LAUSD students access to participate in the FSI K-12 program. LAUSD represents close to one-third of the 1.4 million public students in the county. This partnership is a significant step to meeting our goal through this program to eliminate mobility barriers from a student's ability to succeed.

See the complete list of school districts that have expressed interest in joining the program to date in Attachment D.

#### Community Colleges

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Staff is working with Community Colleges that have existing agreements with municipal transit agencies to transition their students from a single-agency pass to the FSI regional pass. The colleges in transition are Santa Monica College (agreement with Santa Monica Big Blue Bus), Citrus College and Mount San Antonio College (agreements with Foothill Transit).

Cerritos College has agreed to join FSI as a new participant and Rio Hondo College and Pasadena City College will be transitioning from U-Pass to FSI. Agreements are being finalized with these three schools at \$7 per student for Year 1.

NOTE: Per Motion 45, the Phase 1 funding plan reserves existing funding agreements between school districts and transit operators.

### **FSI Phase 2 (Low Income) Administration Status**

Concurrent with seeking funding for Phase 2, staff is exploring several strategies to streamline and simplify the eligibility process for participants, that can be implemented once funding is secured. Striving to remove as many barriers to entry as possible, a number of strategies are under review, including evaluating a self-attestation process for low-income riders similar to the process used by Southern California Edison. Details of strategies and registration methodologies under consideration are included in Attachment F.

#### **Access Services Impact**

Access Services provides ADA paratransit on behalf of Metro and other fixed route bus operators throughout LA County. Federal ADA law requires that Access fares be no more than two times Metro's regular base fare. Therefore, with Phase 1, there is no impact on Access fares because Metro's regular base fare would not change. With the implementation of Phase 2, the regular Metro base fare would remain, but there are potential equity concerns if low-income fixed route transit riders are able to ride free while low-income Access Services customers still pay a fare.

If Metro eliminates fares completely, Access must also eliminate fares in accordance with the federal law that indexes Access' fares to Metro's base fare. Access Services has provided an estimated range of \$180 million to \$302 million for the increased costs of providing additional service to meet increased demand in the scenario where Access does not charge a fare. This represents up to an additional \$302 million in annual costs for Metro, which funds annual operations of Access Services on behalf of the region.

### **Adjustments to Existing Fare Subsidy Programs**

As staff continues to pursue sustainable funding sources to support a low-income, fareless pilot program for Phase 2, it is recognized that it is essential to help low-income riders. As a result, staff has recently made changes to the existing Low-Income Fare is Easy (LIFE) program and identified opportunities for improvement surrounding three core areas: Easier Access, Easier Sign-Up, and Greater Affordability. Attachment G provides details on the LIFE Program and the modification now

available, currently underway, and planned for the future.

The most significant immediate improvement will be applying the Metro Board approved 50% price reduction on Metro passes that will go into effect once Metro resumes collecting fares. This will allow LIFE riders to continue receiving their full LIFE subsidy and purchase a monthly pass for \$26, a substantial discount from the \$76 they are paying now. As we emerge from this pandemic, this promotional period will allow Metro to assess the impacts of the LIFE improvements, identify additional opportunities, and consider sustainable alternatives to continue assisting our low-income riders.

### **DETERMINATION OF SAFETY IMPACT**

This program does not affect the incidence of injuries or healthful conditions for patrons or employees. Therefore, approval of this request will have no impact on safety.

### **FINANCIAL IMPACT**

The estimated revenue loss of Phase 1 of the Fareless System Initiative is \$49.9 million dollars. Funds from the school district cost-sharing and the Federal American Recovery Plan Act (ARPA) will be used to cover the program's revenue loss.

#### **Impact to Budget**

The funding source for the FSI Phase 1 is Enterprise Fund operating revenues from district cost-sharing and ARPA. The source of funds for this action, operating revenues, is eligible to fund bus and rail operating expenditures.

### **EQUITY PLATFORM**

The FSI Task Force worked with the Equity and Race Team to use the Rapid Equity Assessment Tool to analyze the impacts of the proposed FSI Pilot Program. At its core, the goal of the FSI Pilot Program is to achieve greater equity by reducing barriers and improving access to transit for all communities.

For students, access to transit increases the probability of students becoming long-term transit riders, improves school attendance and academic performance, increases participation in extracurricular activities and employment. Increased transit ridership adds social and environmental benefits to the LA region. Transportation is a basic need for the Los Angeles region, phase 1 of the FSI pilot will make Metro more accessible while providing some financial relief from transportation costs on students.

One of the considerations identified for Phase 1 is that low-income families will still need to pay fare when accompanying their minor students. The opportunity for students to participate in a fareless program may reduce the cost for the whole family to travel together.

**IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommendation supports strategic plan goal #3 Enhancing communities and lives through mobility and access to opportunity“ by reducing the cost of riding transit for K-12 and Community College Students in Phase 1 and low-income riders in Phase 2.

**ALTERNATIVES CONSIDERED**

An alternative to phasing FSI is to focus on a universal fareless system. Staff does not recommend this alternative for the following reasons below:

In addition to the estimated financial impact of Phase 1 and Phase 2, the financial impact of a fully fareless system has been estimated as part of the FSI effort. As shown in the table below, the annual financial impacts of a fully fareless system are estimated at \$804.9 million for Metro, plus an additional \$263.0 million for municipal and local operators, for a total estimated annual cost of \$1.1 billion. Additional capital costs may be necessary to meet the demands of a fully fareless system.

<b>Universal Fareless Financial Impact (\$ in millions)</b>	<b>Annual Estimate</b>
<b>Metro</b>	
Fare Revenue Loss	\$ 250.0
Increase in Transit Service to Meet Projected Demand	252.9
Annual Funding Gap Projected by Access Services	302.0
<i>Metro Subtotal</i>	<b>\$ 804.9</b>
<b>Countywide Municipal &amp; Local Operators</b>	
Fare Revenue Loss	\$ 77.7
Additional Costs	185.3
<i>Municipal and Local Operators Subtotal</i>	<b>\$ 263.0</b>
<b>Annual Impacts of Universal Fareless Program</b>	<b>\$ 1,067.9</b>

Metro fare revenue losses are based on pre-covid fare revenues of approximately \$250 million annually. The projected \$252.9 million increase in transit operations costs in a fully fareless system includes operational capacity for a 45% increase on the bus system and a 31% increase on rail. The estimated increase in ridership is based on the results of travel demand modeling at the launch of the FSI effort. Because Metro funds Access Services paratransit on behalf of the region, the additional annual costs of a fareless system on Access have been included as a cost to Metro. While it is not included here as an yearly cost, the one-time \$80 million payment to defease bonds prior to eliminating fares would also be required.

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For municipal and local operators, fare revenue losses are based on National Transit Database agency profiles. Additional costs for municipal and local operators are estimated at 30% of total operating costs per National Transit Database data, as discussed in the FSI Ad Hoc Committee for coordination with operators throughout the County.

### Regional Transit Funding Policy Issues

Material changes to formulas could require a modification to the California State statutes in which they are codified. The amount of fare revenue collected by each transit agency is a key component for allocating transit funding across the region. Regional transit funding sources distributed via established formulas include TDA, STA, Prop A, Federal Section 5307, Measure R, Measure M, and SB1. Regional transit funds are allocated based on 50% of the transit service provided and 50% of the fare units, a measure of total fares collected in relation to the base fare. While fare units are currently frozen per Board policy, the methodology does not specify what happens if an operator does not collect fares. Therefore, in a completely fareless system, regional discussion and coordination would be required to change the current allocation methodology.

### NEXT STEPS

Staff will formally launch Phase 1 of FSI and continue outreach and planning with school districts, community colleges, and regional and local transit operators.

Staff will continue advocacy efforts to secure funding for the Phase 2 funding plan. In addition, staff will finalize the administrative strategies for ease of implementation of the Phase 2 pilot.

Staff will report back on a quarterly basis on the status of Phase 1 and 2. ~~Metro will resume fare collection with 30 days notice.~~

Metro will resume fare collection beginning January 10, 2022 with ~~30~~ 90 days notice and a robust public education campaign (Attachment I).

### ATTACHMENTS

Attachment A - Funding Plan

Attachment B - LACMOA Letter to the Metro Board Chair

Attachment C - Participating Transit Agencies

Attachment D - Participating K-12 School Districts

Attachment E - K-12 Test Group Data

Attachment F - FSI Phase 2 Registration Methodologies

Attachment G - Low Income Fare is Easy (LIFE) Program Improvements

Attachment H - File # 2021-0372 Approved Motion on Fareless System Initiative (FSI) May 2021

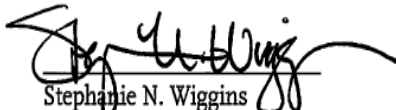
Attachment I - Fare Collection Public Education Campaign

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Stephanie N. Wiggins  
Chief Executive Officer

## FSI Funding Plan

### Phase 1 – Fareless for K-14 Students

The scope of Phase 1 is limited to K-12 and community college students, additional operational costs are assumed to be absorbed in the existing Transit Operations budget. As shown in the table below, fare revenue losses for Metro are estimated at \$33.5 million for Metro and \$16.4 million for municipal and local operators, for a total estimated Phase 1 financial impact of \$49.9 million for FY22 and FY23.

<b>Phase 1 Funding Plan (\$ in millions)</b>	<b>Pilot Year 1</b>	<b>Pilot Year 2</b>	<b>Total</b>
<b>Estimated Costs</b>			
Metro K-12 Students	\$ 7.7	\$ 25.8	\$ 33.5
Countywide Muni/Local K-12 Students	8.2	8.2	16.4
Community College Students <sup>(1)</sup>	-	-	-
<i>Total Estimated Costs</i>	<b>\$ 15.9</b>	<b>\$ 34.0</b>	<b>\$ 49.9</b>
<b>Funding Plan</b>			
<u>Secured</u>			
ARPA Funds <sup>(2)</sup>	\$ 11.7	\$ 29.8	\$ 41.5
Cost Sharing Contracts with K-12 Schools and Community Colleges <sup>(3)</sup>	2.2	2.2	4.4
<u>Unsecured</u>			
Cost Sharing Contracts with K-12 Schools and Community Colleges <sup>(4)</sup>	2.0	2.0	4.0
<i>Total Funding Plan</i>	<b>\$ 15.9</b>	<b>\$ 34.0</b>	<b>\$ 49.9</b>

(1) No changes assumed for existing cost sharing agreements with community colleges.

(2) Each participating agency will utilize their share of ARPA funding allocations as approved by the Metro Board of Directors at the July 2021 Regular Board Meeting.

(3) Ongoing current negotiations with 41 out of 87 K-12 districts interested in the program represent \$2.2 million in annual cost sharing revenues.

(4) If all K-12 districts countywide participate in the program, additional annual revenues are estimated at \$2.0 million.

Metro fare revenue losses are based on pre-covid K-12 fare revenues of \$27 million annually. For FY22, fare revenue loss estimates are based on total budgeted fare revenues of \$73.2 million per the FY22 adopted budget, including reduced fare revenue projections due to the ongoing pandemic. However, in FY23, fare revenues and ridership are expected to return to 95.5% of pre-pandemic levels. For municipal and local operators, many of which have already resumed collecting fares, estimates are based on Metro's 10.5% K-12 fare revenue share applied to county-wide fare revenue data per the National Transit Database agency profiles. All existing community college fare agreements will be maintained during the pilot period and there is no fare revenue loss assumed for the community college piece of Phase 1.

### Phase 2 – Fareless for Low-Income Riders

As shown in the table below, the total financial impact is estimated at \$229 million for Metro and \$210 million for municipal and local operators, for a total estimated Phase 2 financial impact of \$439 million for Year 1 and Year 2.

<b>Phase 2 Funding Plan (\$ in millions)</b>	<b>Pilot Year 1</b>	<b>Pilot Year 2</b>	<b>Total</b>
<b>Estimated Costs</b>			
<i>Metro</i>			
Estimated Fare Revenue Loss	\$ 22.6	\$ 147.4	\$ 170.0
Bond Defeasance	68.0	(12.0)	56.0
Administrative Costs for New Low Income Program	2.0	1.0	3.0
<i>Metro Subtotal</i>	<i>\$ 92.6</i>	<i>\$ 136.4</i>	<i>\$ 229.0</i>
<i>Countywide Municipal &amp; Local Operators</i>			
Estimated Fare Revenue Loss	\$ 24.0	\$ 48.0	\$ 72.0
Additional Costs	46.0	92.0	138.0
<i>Municipal &amp; Local Operators Subtotal</i>	<i>\$ 70.0</i>	<i>\$ 140.0</i>	<i>\$ 210.0</i>
<i>Total Estimated Costs</i>	<i>\$ 162.6</i>	<i>\$ 276.4</i>	<i>\$ 439.0</i>
<b>Funding Plan <sup>(1)</sup></b>			
<i>Secured</i>			
Redirect LIFE Program Revenues to FSI Phase 2 <sup>(2)</sup>	\$ 7.5	\$ 15.0	\$ 22.5
<i>Unsecured</i>			
General Revenues - Bond Defeasance <sup>(3)</sup>	68.0	-	68.0
Potential New Funding	87.1	261.4	348.5
<i>Total Funding Plan</i>	<i>\$ 162.6</i>	<i>\$ 276.4</i>	<i>\$ 439.0</i>

<sup>(1)</sup> Phase 2 implementation is contingent on securing \$416.5 million in new funding (\$439 million total estimated costs, less \$22.5 million for redirected LIFE Program revenues).

<sup>(2)</sup> Assumes countywide participation in FSI Phase 2, with total LIFE budget redirected to fund the pilot.

<sup>(3)</sup> Federal and state grants not eligible for bond defeasance. General revenues used for payment will impact revenues available for transit operations.

Metro fare revenue losses are based on pre-covid fare revenues of approximately \$250 million annually and a low-income ridership share of 69% per the Customer Satisfaction Survey. For Pilot Year 1, fare revenue loss estimates are based on total budgeted fare revenues of \$73.2 million per the FY22 adopted budget, including reduced fare revenue projections due to the ongoing pandemic. However, in Pilot Year 2, fare revenues and ridership are expected to return to 95.5% of pre-pandemic levels. For municipal and local operators, many of whom have already resumed collecting fares, estimates are based on Metro's 69% low-income fare revenue share applied to county-wide fare revenue data from National Transit Database agency profiles.

### General Revenue Bonds Pledged to Fares

Metro has two outstanding bond issues secured by general revenues: the General Revenue 2010-A Bonds and the General Revenue 2015 Bonds. General revenues include farebox revenues and fees, advertising revenue, revenues derived from Metro's leased properties, investment earnings, and other revenues under non-operating revenue categories of the Enterprise fund. Based on a legal opinion from Metro's bond counsel, these bonds should be defeased prior to the implementation of Phase 2 or a fully fareless system. However, this is not required for implementation of Phase 1.

## **Attachment A**

Metro would incur a one-time cost of \$80 million to defease bonds, prior to implementation of Phase 2 or a universal fareless program. If Metro as a policy matter would like to permanently cease collection of farebox revenues, the General Revenue Bonds should be legally defeased first. The cost to defease both series of General Revenue Bonds is approximately \$80 million. Annual savings in related debt service payments is approximately \$12 million annually.



**LACMOA**

Los Angeles County  
Municipal Operators Association

**Attachment B**

Antelope Valley Transit Authority  
Arcadia Transit  
Beach Cities Transit  
Claremont Dial-a-Ride  
Commerce Municipal Bus Lines  
Culver CityBus  
Foothill Transit  
City of Gardena's GTrans

La Mirada Transit  
Long Beach Transit  
Los Angeles DOT  
Montebello Bus Lines  
Norwalk Transit System  
Santa Clarita Transit  
Santa Monica's Big Blue Bus  
Torrance Transit System

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**VIA EMAIL AND REGULAR MAIL**

August 31, 2021

**REVISED**

Stephanie N. Wiggins, Chief Executive Officer  
Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
Mail Stop: 99-25-1  
Los Angeles, CA 90012-2952

Re: Fareless System Initiative Pilot

Dear Ms. Wiggins:

The Los Angeles County Municipal Operators Association (LACMOA), which collectively consists of sixteen (16) municipal agencies (Munis'), would like to take this opportunity to congratulate you on your appointment as LA Metro's CEO. We look forward to working with you on building consensus and regional collaboration between Metro and LACMOA stakeholders. Previously, LACMOA submitted a proposal to the former Metro CEO, in order to establish a collaborative effort in implementation of a Countywide Fareless System Initiative (FSI) Pilot. Since the time of our initial proposal there has been various modifications to the FSI Pilot.

Therefore, LACMOA is updating our proposal to address these modifications; notwithstanding the fact that several LACMOA agencies have already agreed to participate in Phase I of the FSI Pilot, including: 1) Commerce Municipal Bus Lines; 2) Culver CityBus; 3) Montebello Bus Lines; 4) Norwalk Transit System; and 5) Santa Monica Big Blue Bus (pending Council approval 8/24/2021); and 6) GTrans (pending Council approval October 2021). Also, Foothill Transit has only agreed to participate in the FSI Phase I Community Colleges/UPass category at this point. Therefore, LACMOA proposes the following:

- LACMOA agencies that participate in the Phase I FSI Pilot agree to utilize their formula share of the American Rescue Plan Act (ARPA) funds to mitigate any fare revenue losses associated with K-12 and Community College students. This includes reaffirmation by LA Metro that LACMOA members may maintain all existing student fare reimbursement agreements that have been established with colleges and school districts.

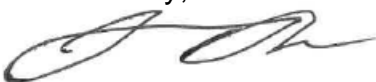
- LACMOA agencies that agree to participate in the Phase I FSI Pilot have the option to exclude their Commuter/Express Service (fares) from the Phase I FSI Pilot. This a very critical provision since it enhances the opportunity for inclusion of other LACMOA agencies, that currently provide some type of Commuter/Express service (i.e. Antelope Valley Transit Authority (AVTA), Foothill Transit, Long Beach Transit (LBT) and Torrance Transit), to participate in the FSI Phase I Pilot.
- LACMOA agencies that participate in the Phase I FSI Pilot agree to cost-sharing of revenues received from each school district (K-12 or Community College) based on percentage of total boardings by participating district on LA Metro and each FSI participating transit system.
- LACMOA agencies that participate in the Phase I FSI Pilot are requesting that any future Federal, State and local funds (i.e. Justice 40 Program, Freedom to Move Act, Congestion Pricing, etc.) received by LA Metro for subsidizing or supplanting fare revenue losses due to the FSI Pilot; or for sustainability of the FSI following completion of the pilot, be allocated through a formula allocation process to FSI participating agencies.
- LACMOA agencies that participate in the FSI are requesting that the Service and Fare Equity (SAFE) Analysis as required by Title VI are in accordance with FTA guidelines at that time, and should include the data from municipal transit operators throughout Los Angeles County, in order to show the countywide impacts of the pilot.

LACMOA is requesting and seeking reaffirmation that Metro will not use the FSI Pilot as a means to acquire regional funds outside of the terms and conditions that currently govern the distribution of regional transportation funds, including Formula Allocation Program (FAP) funds.

Additionally, the proposed FSI Pilot recommends a phased approach beginning with Phase I for K-12 and Community College students in August 2021 and then implementing the FSI Phase II Pilot to include low-income passengers in January 1, 2022. LACMOA agencies do not support implementation of FSI Phase II for low income riders without a viable guaranteed means to support lost farebox revenue.

LACMOA would appreciate your consideration of this proposal inasmuch as the FSI Pilot requires collaboration on both our parts to ensure equity for all transit passengers in the LA County region.

Sincerely,



James C. Parker  
LACMOA Chair

cc: LACMOA  
Access Services  
Devon Deming, Interim Deputy Exec. Officer-FSI

**Participating Transit Agencies - 9/3/2021**

**Yes - Already Submitted Request to Join (6)**

1. City of Commerce (Not on TAP)
2. City of Culver City Transportation
3. City of Santa Monica Department of Transportation
4. Foothill Transit (FSI Community College)
5. Montebello Bus
6. Norwalk Transit System

**Yes - Pending Board Approval (4)**

1. Arcadia Transit (Not on TAP)
2. Gardena Transit (GTrans)
3. Foothill Transit (FSI K-12)
4. Torrance Transit System

**Undecided (5)**

1. Beach Cities Transit
2. City of Glendora
3. Glendale Beeline
4. Long Beach Transit
5. Pasadena Transit

**No (2)**

1. Claremont Dial-a-Ride
2. Pomona Valley Dial-a-Ride

**Total: 17**

**FSI Participating K-12 Districts - 9/3/2021**August 2021 Testing (6)

1. California School of the Arts San Gabriel Valley
2. Centinela Valley Union High School District
3. Culver City
4. Los Angeles Academy of Arts and Enterprise (LAAAE)
5. North Valley Military Institute
6. YouthBuild Charter Schools

Contracts being finalized (13)

1. Academia Avance Charter
2. Alhambra
3. Alma Fuerte Public School (Altadena)
4. Azusa Unified
5. Baldwin Park
6. Basset
7. Claremont
8. Davinci Schools
9. El Monte Union High
10. El Rancho
11. Environmental Charter Schools (ECS)
12. Girls Athletic Leadership School Los Angeles
13. Glendora
14. Hacienda - La Puente
15. Hughes-Elizabeth Lakes Union Elementary
16. ICEF Public Schools
17. Inglewood
18. LA Alliance Charter Schools
19. LA Promise Fund
20. Larchmont Charter
21. Lawndale Elementary
22. Little Lake City Elementary
23. Los Angeles Unified
24. Monrovia Unified
25. Montebello Unified
26. Mountain View Elementary
27. Newhall
28. Palmdale Elementary
29. Pasadena Unified
30. Santa Monica-Malibu Unified
31. South Whittier Elementary
32. Time Community Schools
33. William S. Hart Union High

No (5)

1. ABC Unified (Not needed for all students and would also need companion passes)
2. Compton Unified (Cost)
3. Duarte Unified (Budget Reasons)
4. El Segundo Unified School District (Not enough students who ride transit)
5. Wilsona Elementary (Not aware of any families who use the public transportation system because of rural location)



8/8/2021 9/6/2021

# Attachment E - FSI Transactions

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Earliest Last Refresh

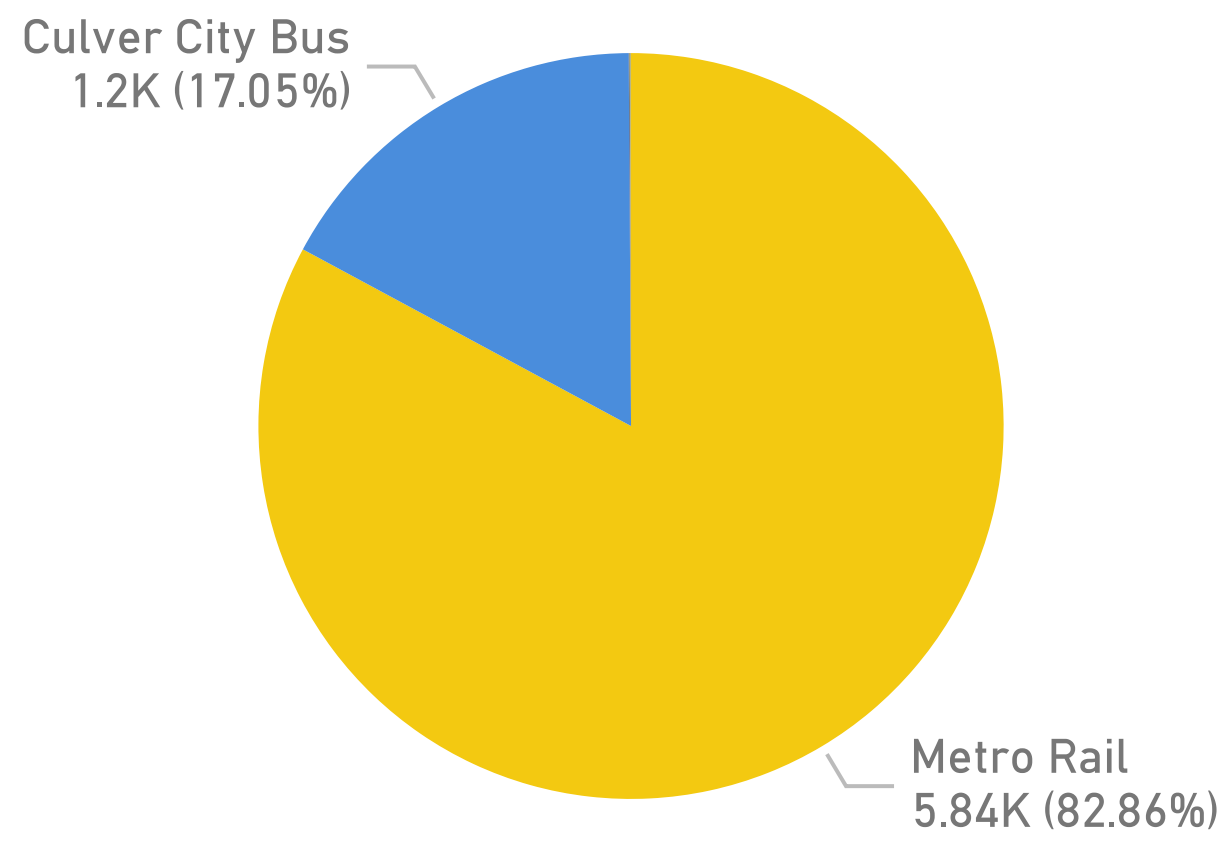
**7046**

Use Transactions

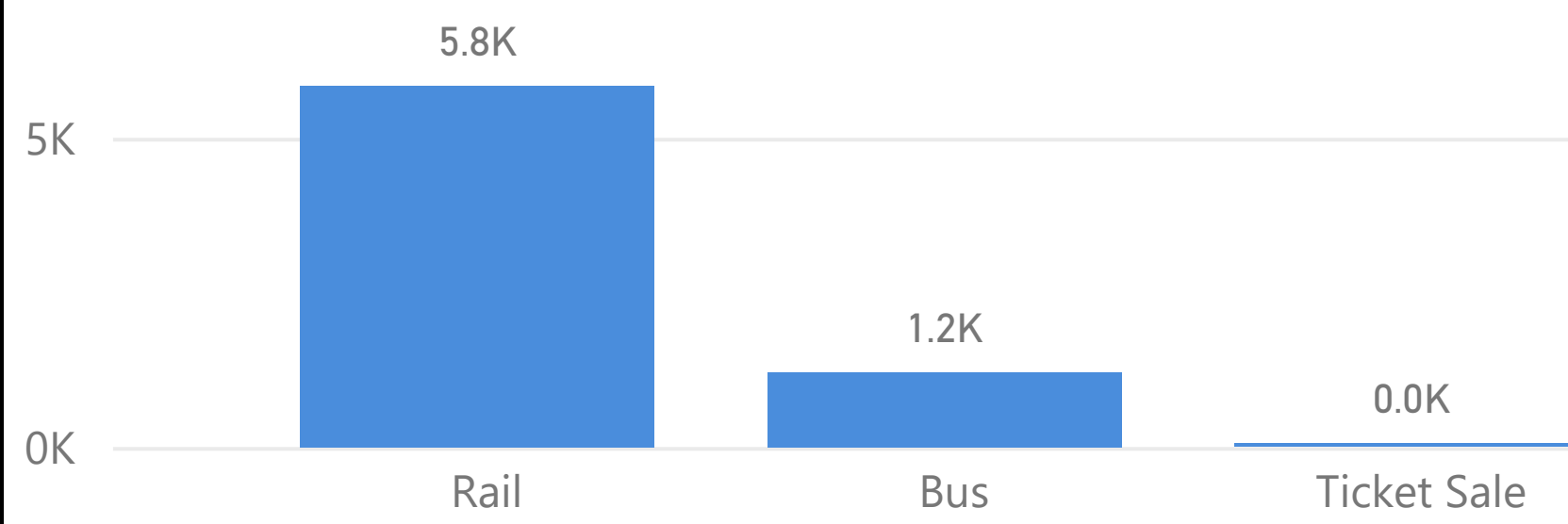
**613**

Unique Cards with Activity

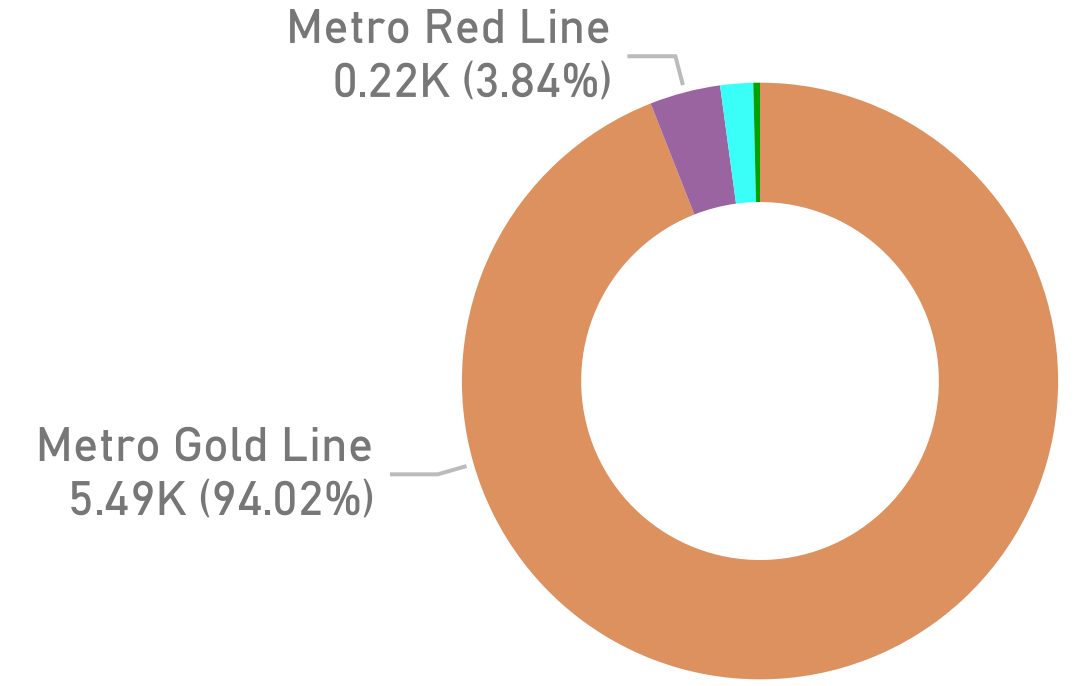
Use Transactions by Agency



Use Transactions by Transit Type

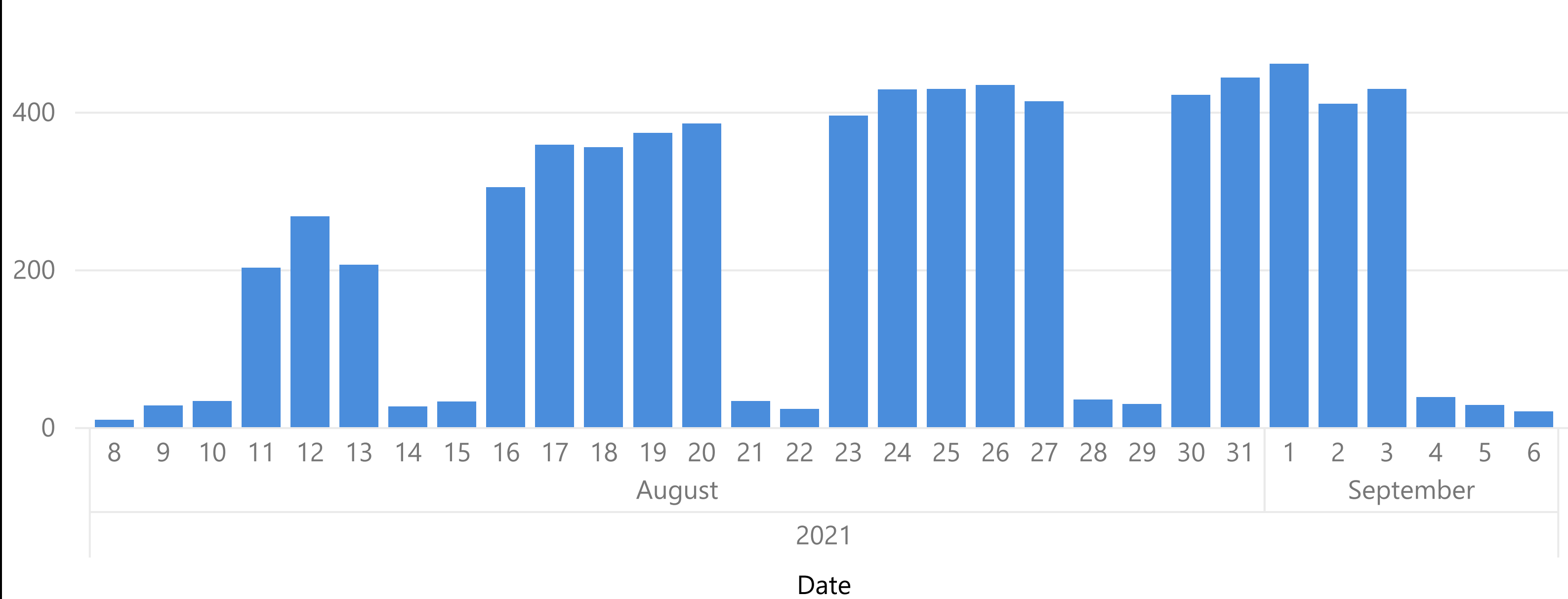


Use Transactions by Rail Line

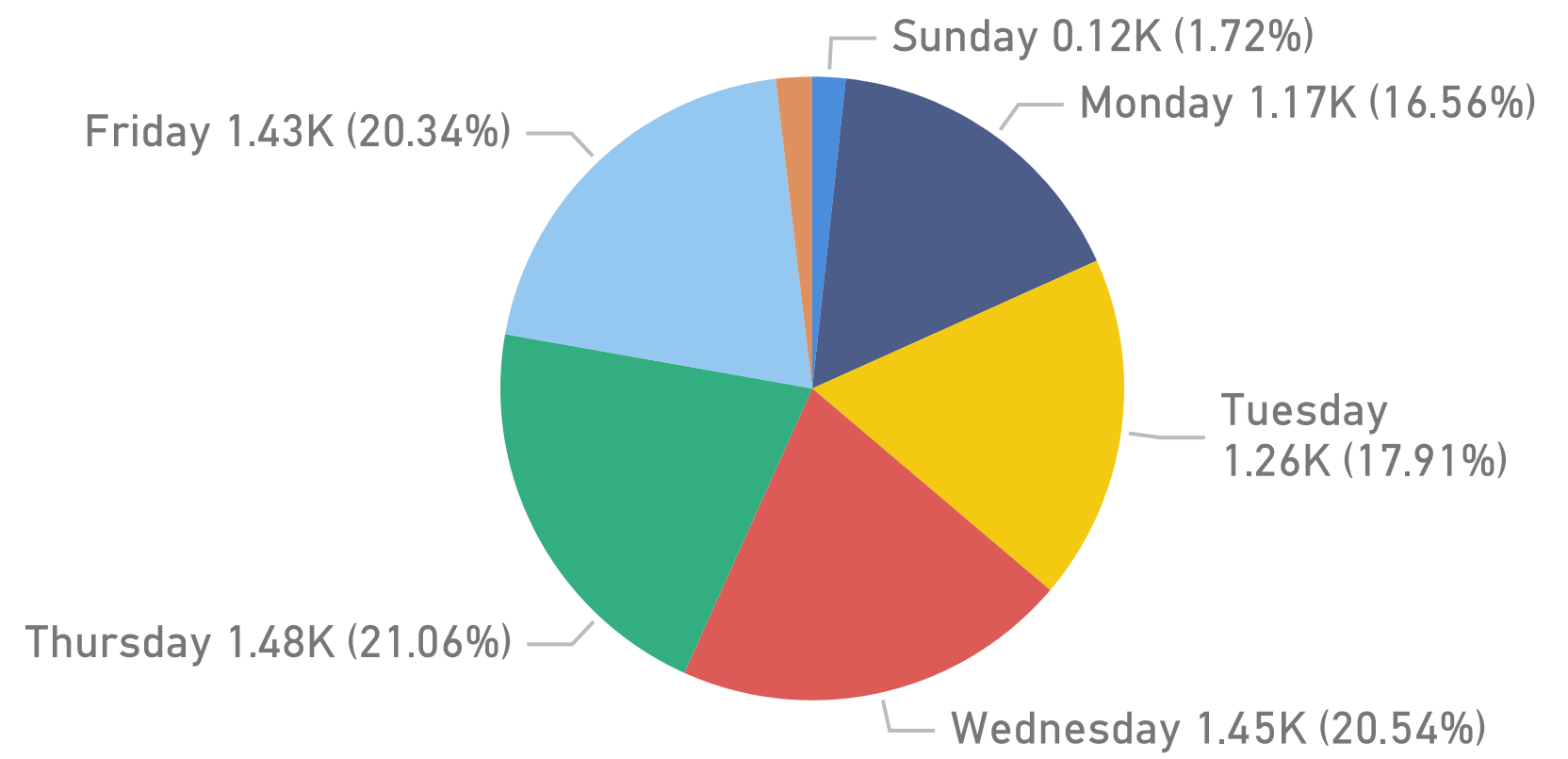


Use Transactions

Fare Product ● FSI K12Student1



Use Transactions by Day of Week



# FSI Transactions

8/8/2021

9/6/2021



Agency	Count
<b>Culver City</b>	<b>1201</b>
<b>Bus</b>	<b>1201</b>
Rapid 6 South	1
Route 1 East	98
Route 1 West	319
Route 2 West	6
Route 3 North	131
Route 3 South	46
Route 4 East	4
Route 4 West	3
Route 5 East	111
Route 5 West	152
Route 6 North	191
Route 6 South	119
Route 7 West	20
<b>Metro</b>	<b>5842</b>
<b>Bus</b>	<b>3</b>
Route 110	1
Route 14	1
Route 910	1
<b>Rail</b>	<b>5838</b>
Metro EXPO Line	104
Metro Gold Line	5489
Metro Green Line	21
Metro Red Line	224
<b>Ticket Sale</b>	<b>1</b>
Metro Gold Line	1
<b>Montebello</b>	<b>1</b>
<b>Bus</b>	<b>1</b>
Route 10	1
<b>Santa Monica</b>	<b>2</b>
<b>Bus</b>	<b>2</b>
Santa Monica Express	2
<b>Total</b>	<b>7046</b>



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# 1149

Total Sign Ups

# 21%

Sign Ups Percentage

# 21

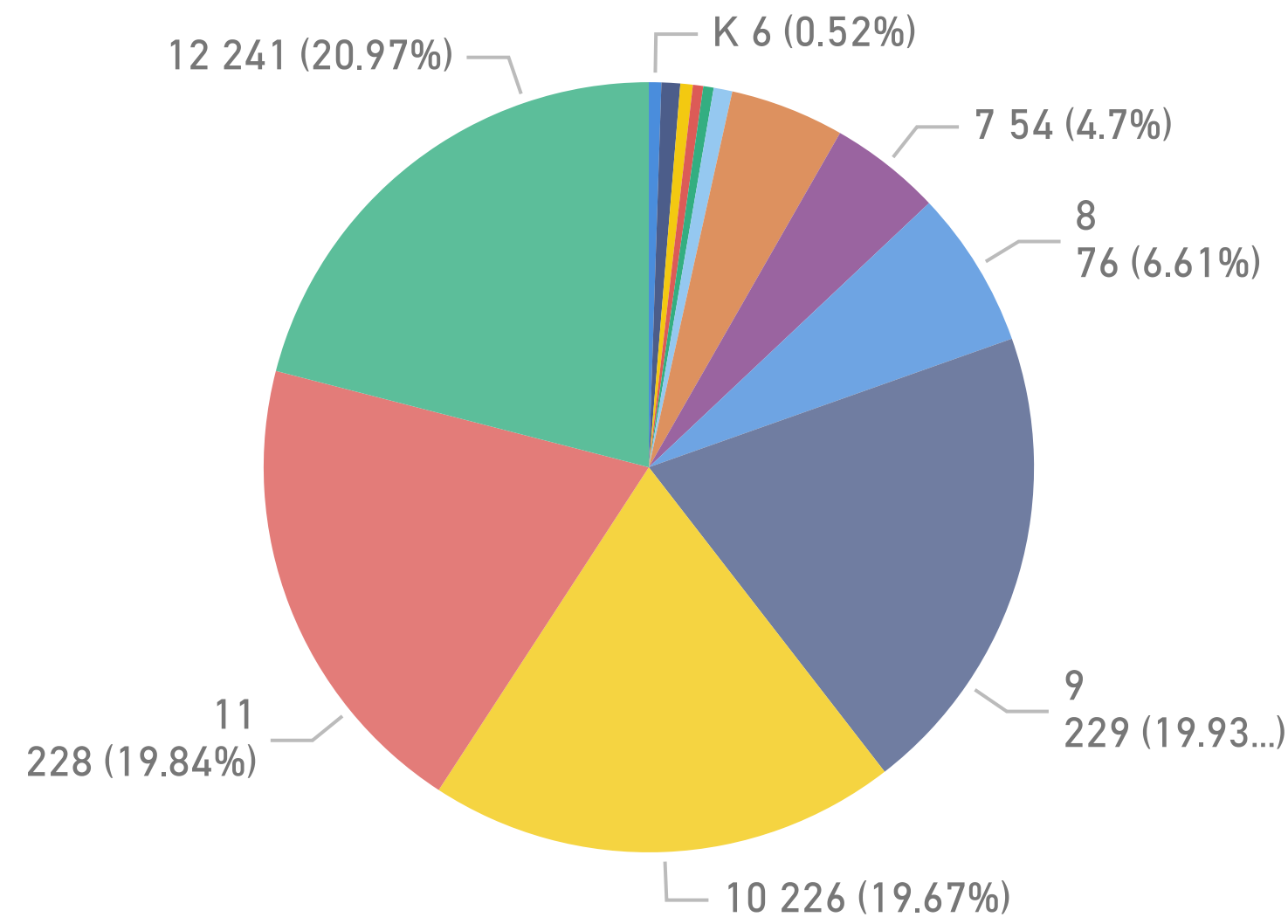
Participating Schools

# 14.59

Average Age

### Registrations by Grade

Grade ● K ● 1 ● 2 ● 3 ● 4 ● 5 ● 6 ● 7 ● 8 ● 9 ● 10 ● 11 ● 12

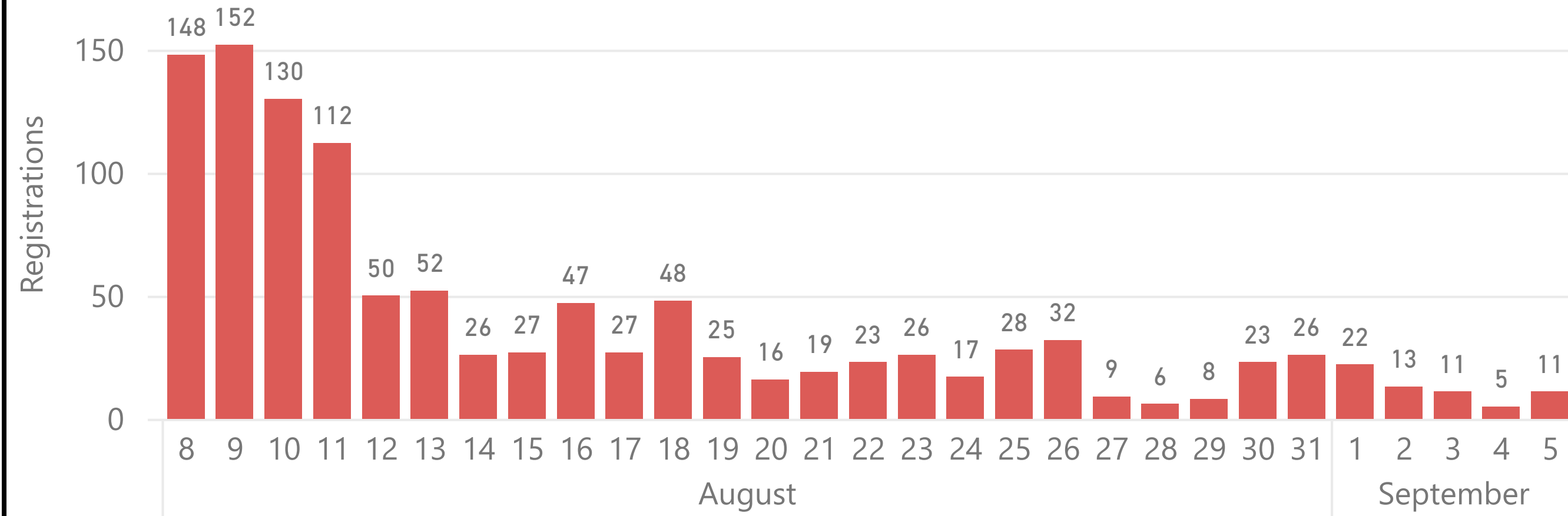


## FSI Registrations

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Earliest Last Refreshed

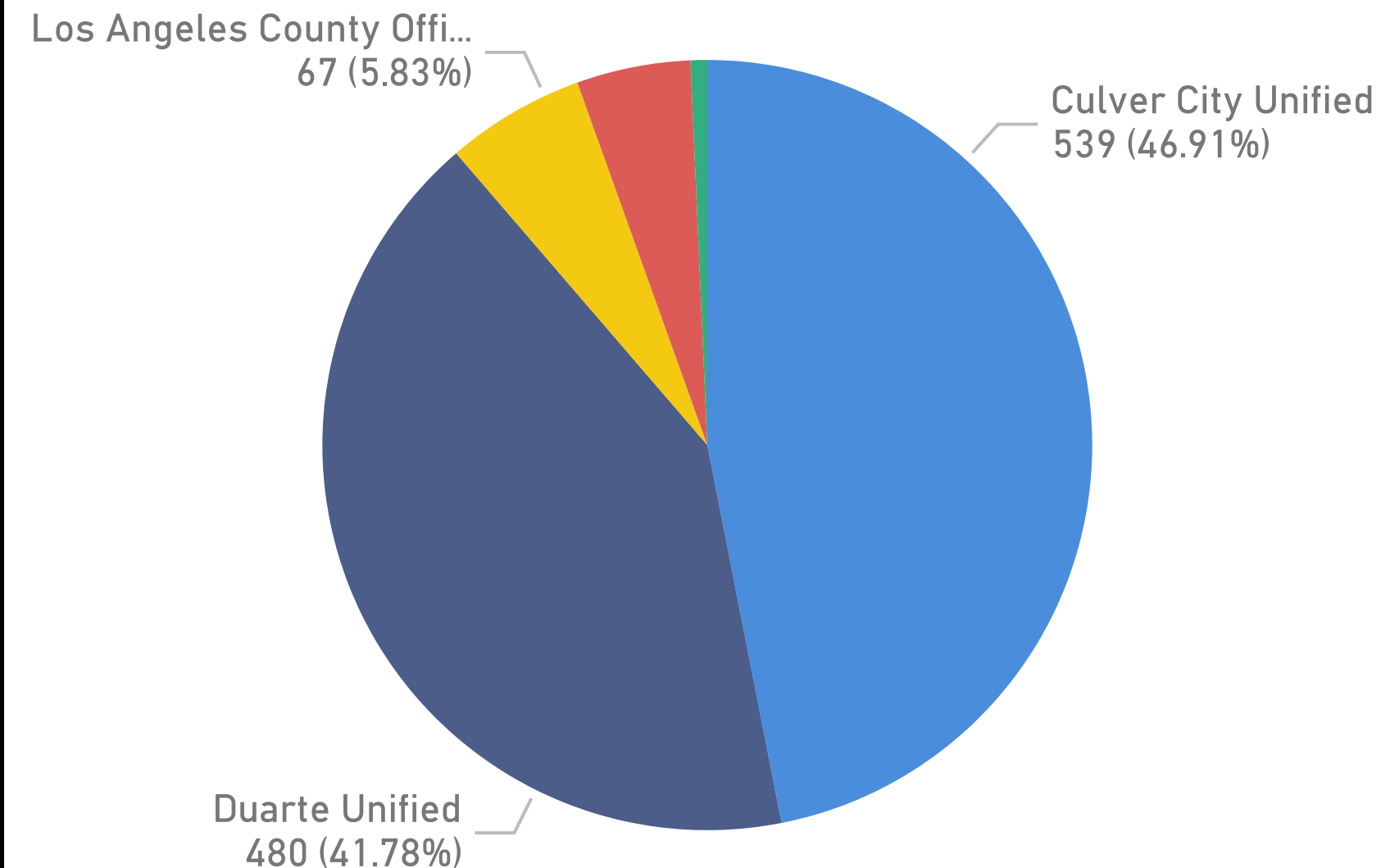
### Registrations per day



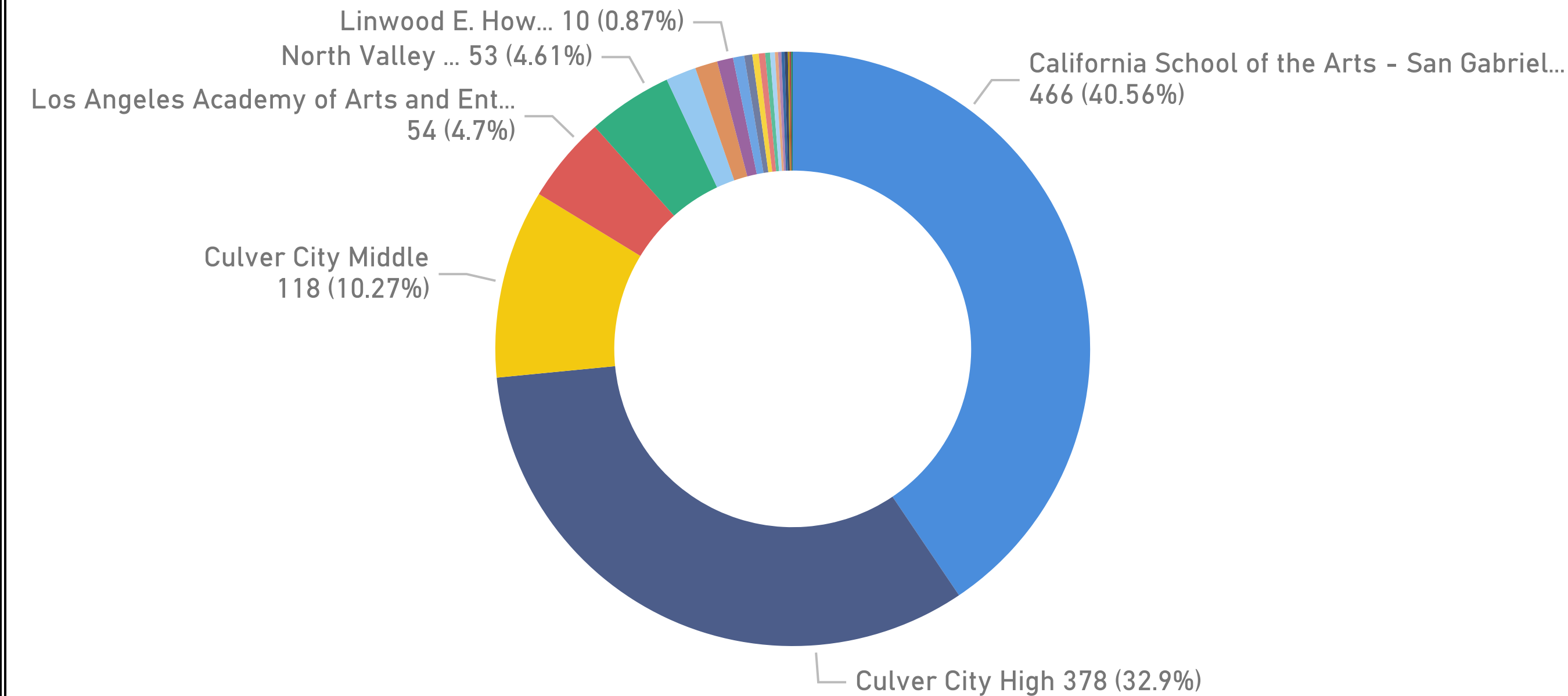
### Participating Schools by District

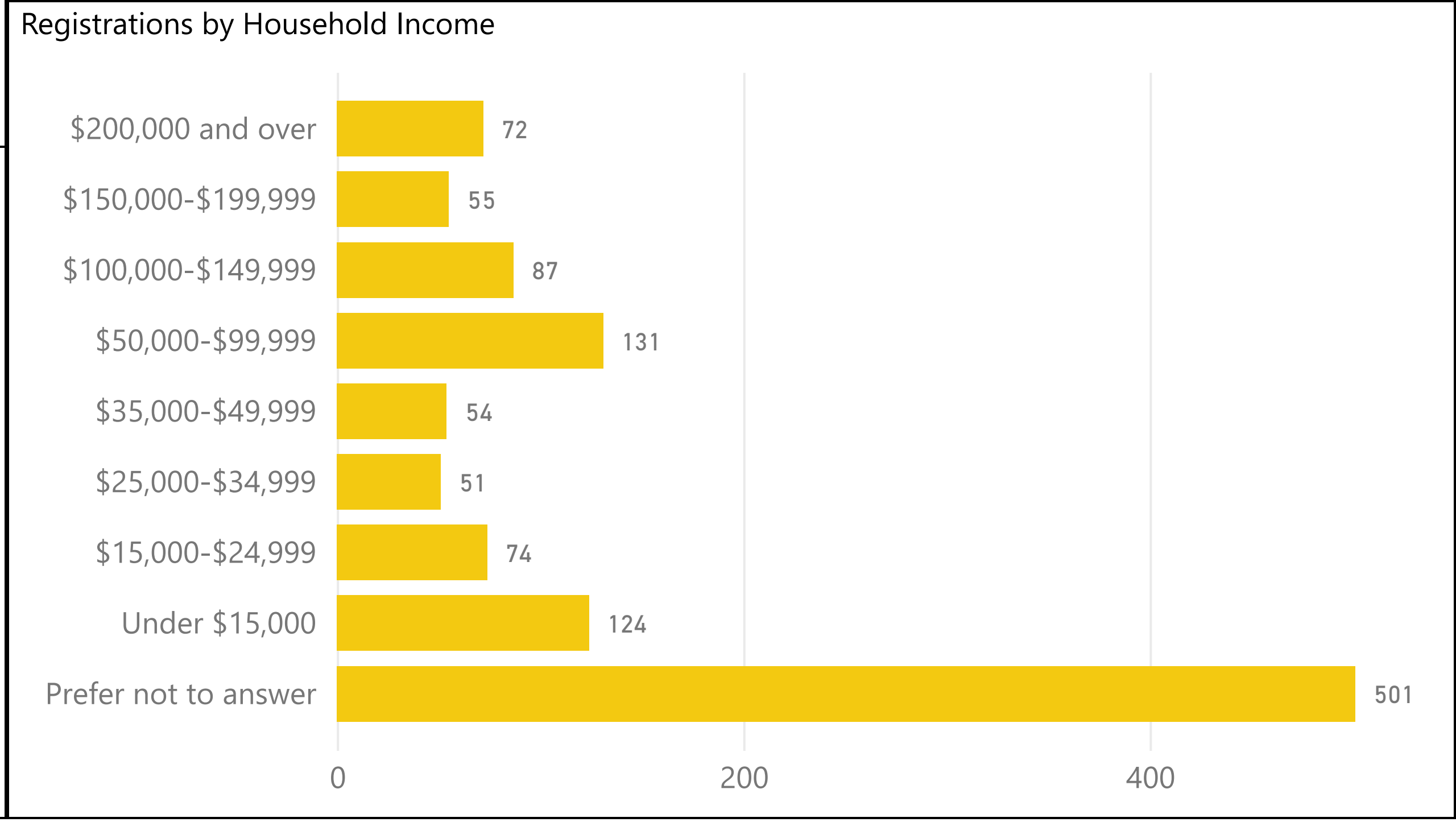
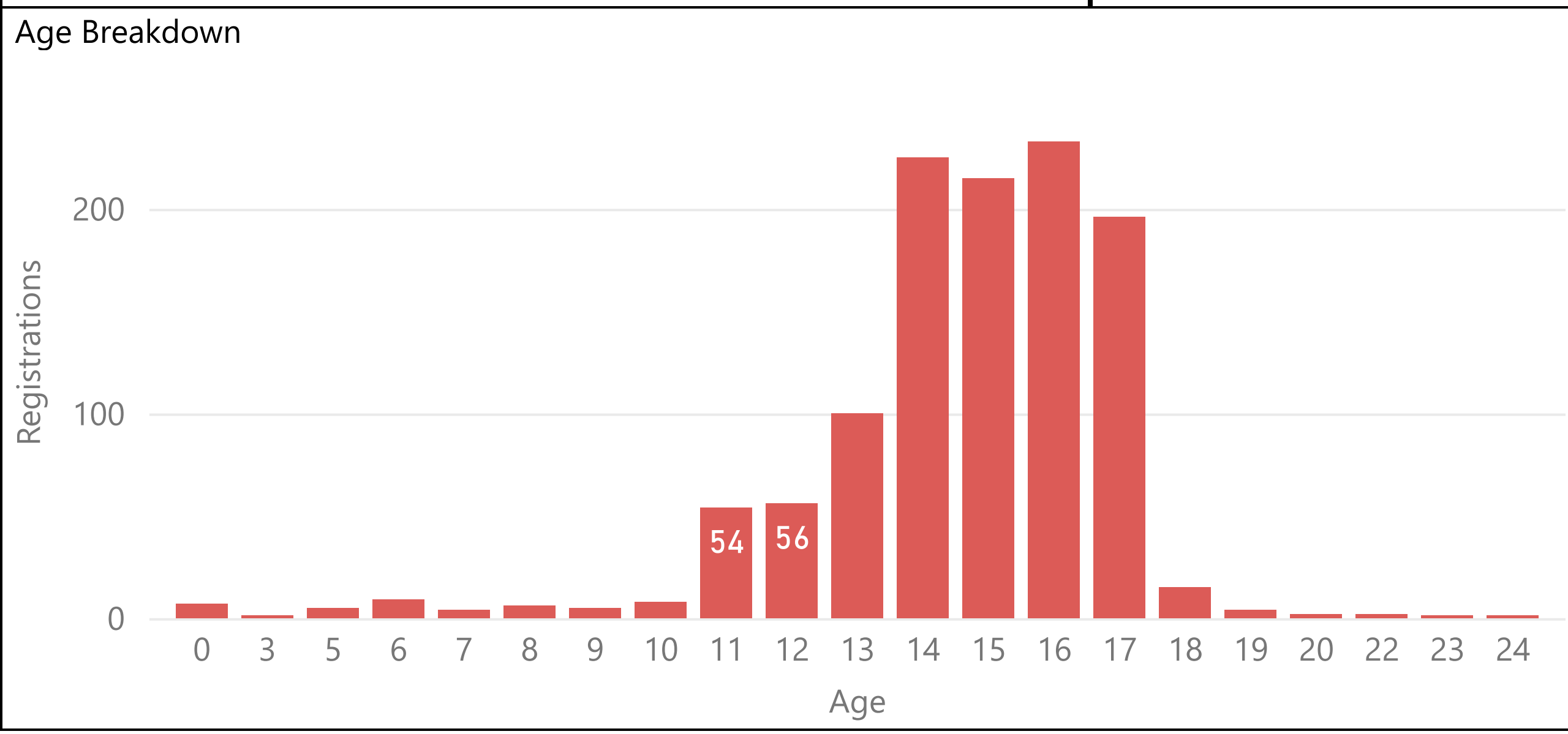
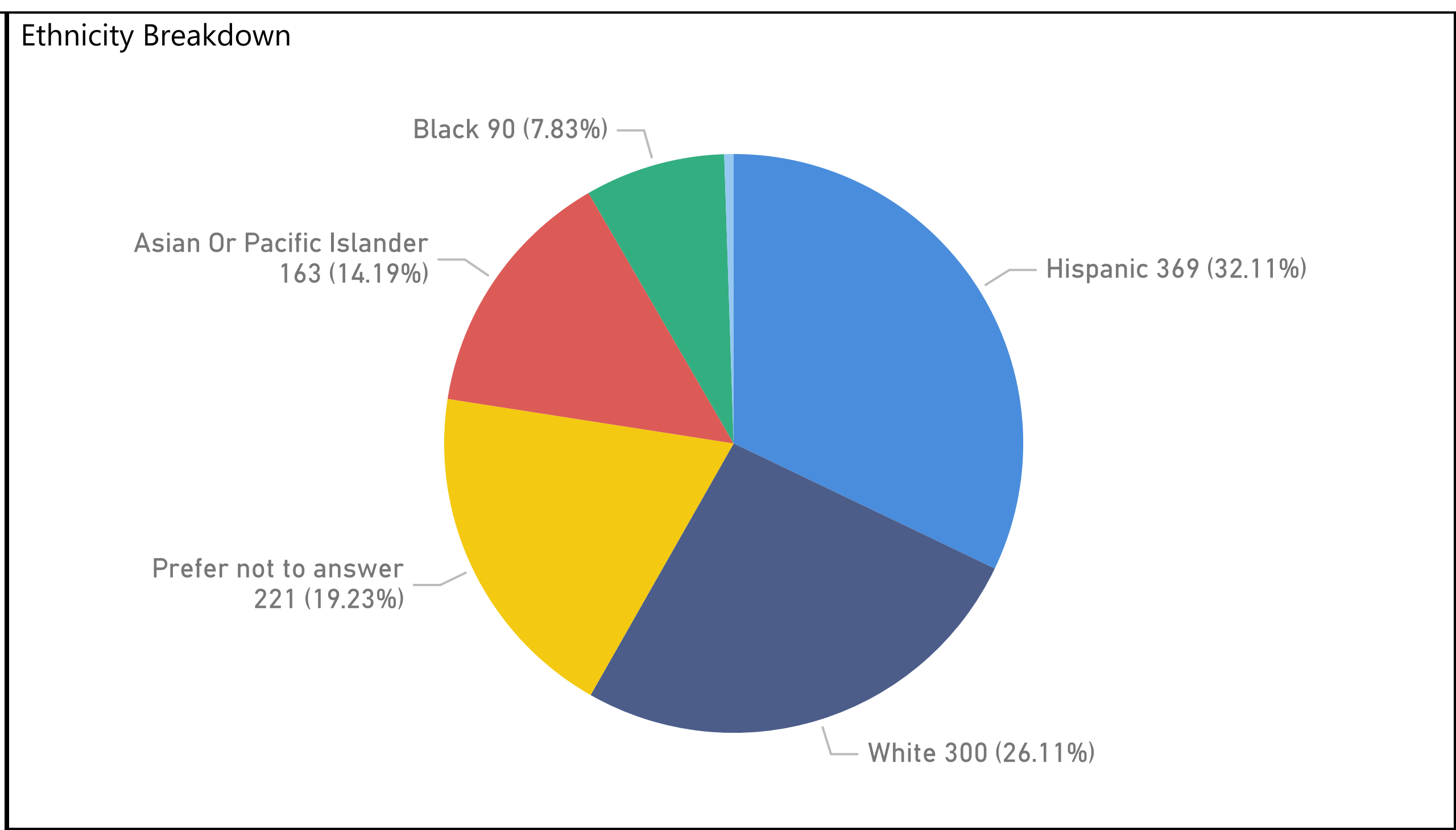
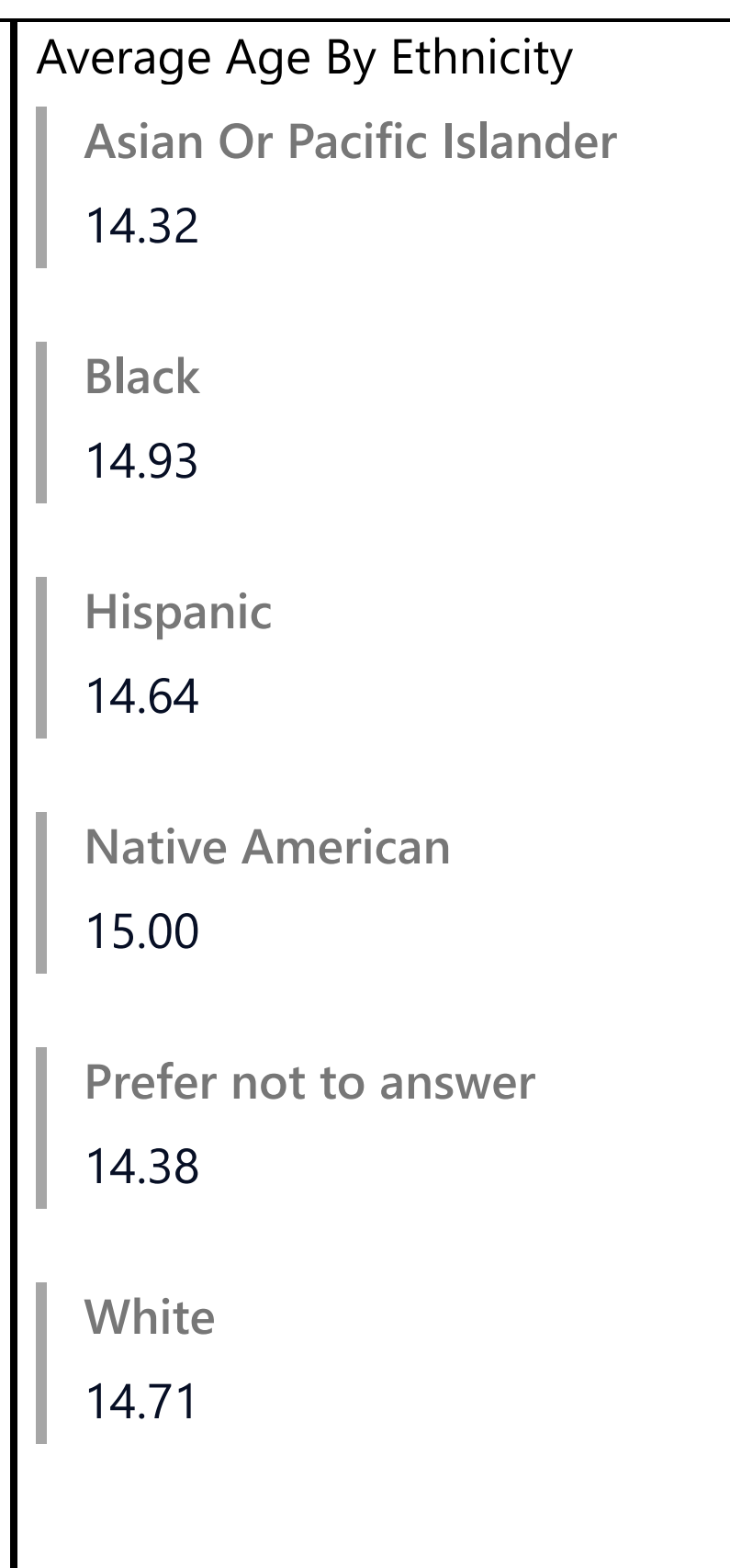
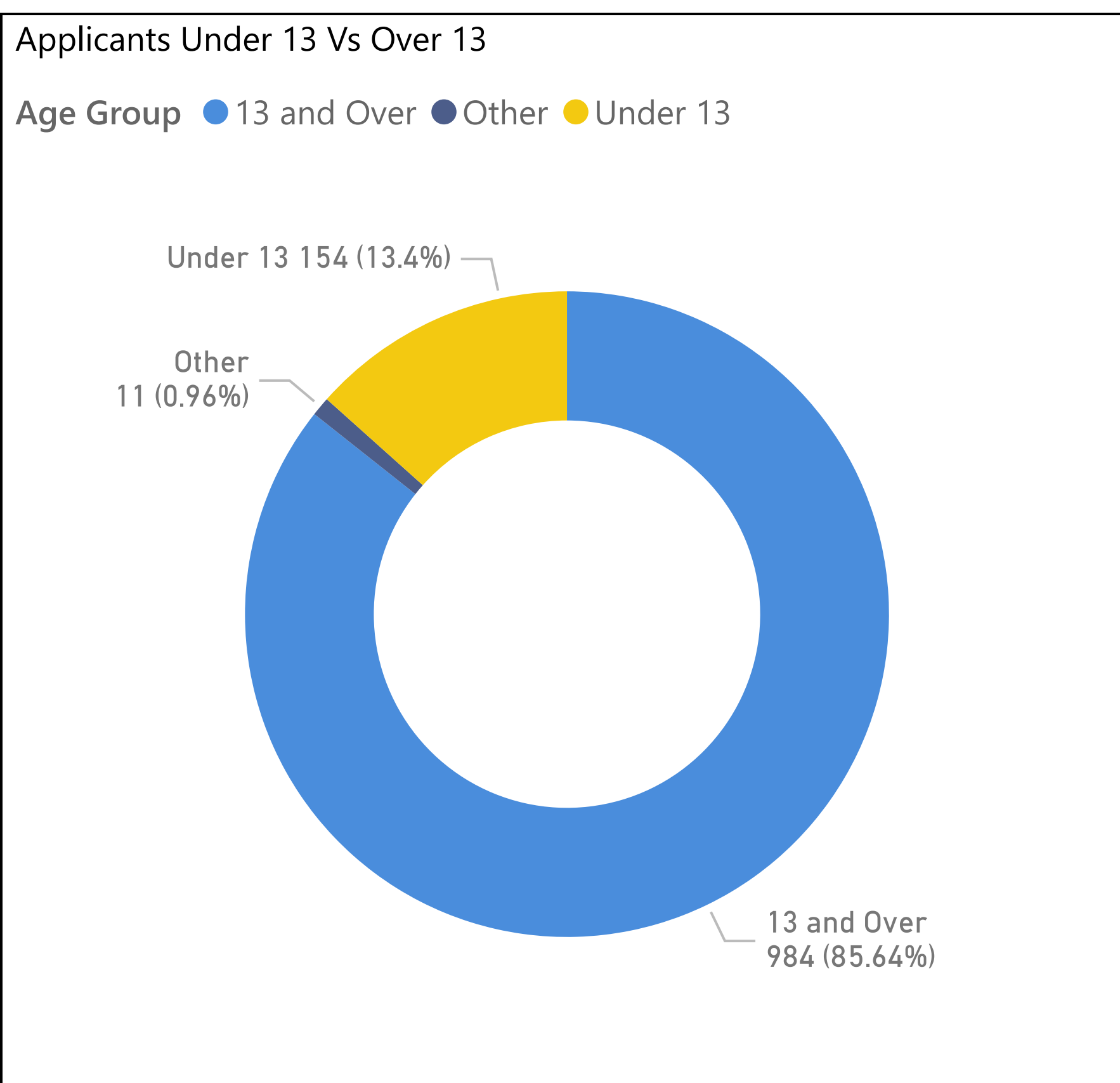
Culver City Unified	8
Centinela Valley Union...	5
Duarte Unified	4
Los Angeles County O...	2
Los Angeles Unified	2

### Registrations by School District



### Registrations by School





## **Phase 2 Low-Income Registration Methodologies**

Concurrent with seeking funding for Phase 2, staff is exploring the strategies below to streamline and simplify the eligibility process for participants, that can be implemented once funding is secured. Specific attention is being paid to include ways of reaching unhoused and undocumented communities. The costs listed below are the estimated implementation costs for each registration method being considered for Phase 2 of the FSI Program.

### **Self-Attestation**

Self-attestation would allow applicants to self-certify that they meet the requirements of the FSI program based on their income level, or their participation in another low-income benefits program, and enroll in FSI without providing any documentation of income at the time of enrollment. An annual audit would be conducted of randomly selected participants who would then be asked to provide the required documentation. If the audited participant was not able to provide the needed justification, they would be removed from the program for a pre-determined period.

As an example, Southern California Edison (SCE) has 1.5M customers enrolled in their Family Electric Rate Assistance (FERA) program – a direct bill discount of 18%, which has similar income requirements to Metro’s LIFE Program. SCE allows customers to enroll without providing any documentation— just self-declaring their status. Customers are eligible if they meet the 200% federal poverty level or if they are already enrolled in a federal assistance program. Edison verifies 7% of population annually by looking for people that don’t fit the profile of a low-income household (i.e. household energy consumption is very high). During this audit, if an individual is not able to provide documentation, they are removed from the program for 2 years with an option to appeal.

Per Metro’s Management Audit Unit, an annual audit of participants and verification of documents would cost approximately \$100,000 per year. This method would include phone and mail options in addition to the online application process.

**Scope:** The SCE estimates that one-third of the over 10 million residents in LA County qualify for their discount, and they have 1.5 million active participants receiving the discount. The income requirement for the SCE program is similar to Metro’s LIFE Program. Based on census data, it is estimated that 1.6 million residents in LA County would qualify for FSI Phase 2.

**Timeline:** Nine months from approval of implementation

**Cost:** \$500,000 for TAP Programming + \$100,000 per year for audit

Pros: Would eliminate the initial income documentation barrier from the application process

Cons: Would require annual audit

### **Cross Qualifying Participants with other Existing Low-Income Programs**

Ongoing discussions with the City of Los Angeles Angeleno Card and County of Los Angeles Department of Social Services (DPSS) General Relief (EBT and other programs) have been investigating the process of using other low-income benefits programs in LA County to cross-qualify low-income participants for Metro benefits and provide them with a unique code for registering an existing or new TAP card for Phase 2 of the FSI Program. In addition, this option is scalable to add other low-income benefits programs administered by other agencies or Community Benefits Organizations (CBOs), including those already included in the LIFE non-profit network and those who focus on providing assistance to unhoused and undocumented populations.

Scope: The County of LA estimates they have up to 3 million participants that would qualify for Phase 2 of FSI, based on the existing income requirements for the current LIFE Program. The City of LA initially plans to distribute 1 million cards, but the percentage of those that is low-income has not yet been determined. Based on census data, it is estimated that 1.6 million residents in LA County would qualify for FSI Phase 2.

Timeline: Nine months from approval of implementation

Cost: \$500,000 for TAP Programming

Pros: Quick implementation, scalable

Cons: Reliance on other agencies for distribution of TAP cards and/or registration codes

### **Fareless for Off-Peak Trips**

The implementation of fareless boardings for off-peak trips would not require riders to register. To receive the discount, riders would only need to use their TAP Cards to board a Metro bus or train Off-Peak rates for Senior Reduced Fare riders currently apply weekdays 9am – 3pm & 7pm – 5am, weekends & Federal holidays.

A UCLA study found that during peak hours low-income riders account for 42% of trips compared to the off-peak where they account for 54% based on the California Household Travel Survey from 2013. A University of Illinois study across several transit agencies in the U.S. found similar results, finding that low-income riders tend

to take a higher proportion of local bus trips, non-work trips, and short trips, all of which are more likely to occur during off-peak hours. Additionally, Metro's Understanding How Women Travel study found that women in Los Angeles are also more likely than men to travel mid-day.

Similar to the impact of dynamic express lanes or congestion pricing, fareless off-peak trips would incentivize riders to shift trips to off-peak travel times and would reduce crowding during peak commute times. This could improve customer experience, including fewer pass-ups, while also easing COVID concerns.

Due to the existing capacity available during off-peak times, Metro would likely not need to add much additional transit service, as compared to a low-income pilot across all times.

Based on TAP Data from October 2019 (Pre-COVID), off-peak boardings account for 53% of total trips.

Regional TAP Boardings Weekday By Time of Day - October 2019							
Rider Class	EarlyAM Offpeak	AM Peak	Midday Offpeak	PM Peak	Evening/Night Offpeak	Weekday Total	Weekend Total
Regular	1,359,272	2,601,380	2,384,259	3,747,102	1,100,822	11,192,835	1,791,863
Senior/Disabled	346,751	897,615	1,754,601	1,247,037	286,743	4,532,747	933,676
College	15,928	58,191	69,904	64,554	22,474	231,051	30,086
Student	80,620	261,315	136,542	350,938	29,167	858,582	69,599
GrandTotal	1,802,571	3,818,501	4,345,306	5,409,631	1,439,206	16,815,215	2,825,224
					Percent of Weekday	Percent of Total	
Total Weekday Offpeak Trips				7,587,083	45%		
Total Weekday Peak Trips				9,228,132	55%	47%	
<b>Total Weekday Trips</b>				<b>16,815,215</b>	<b>100%</b>		
Total Weekend Trips (Offpeak)				2,825,224			
Total Offpeak Trips (Weekday + Weekend)				10,412,307		53%	
<b>Total Trips (Weekday + Weekend)</b>				<b>19,640,439</b>		<b>100%</b>	

**Scope:** Would cover 53% of total boardings

**Timeline:** For a Metro-only implementation for all riders, the timeline would be 90 days from approval of implementation for TAP programming, plus additional time for testing. If off-peak fareless were implemented for low-income only, it would require an additional 3 months to create a new low-income rider class. A regional implementation would require more time for programming and testing.

**Cost:** The cost to implement off-peak ranges from \$400,000 to \$1M based on the scope of off-peak program. A regional implementation would require additional costs.

Pros: Easy to implement on TAP, lower fare revenue loss than full fareless for low-income riders, could be implemented for all riders or only those who qualify for low-income fares

Cons: Does not equitably help all low-income workers traveling during peak times; Operator/customer confrontation; Causes confusion for customers

### **Qualifying EBT Customers for Reduced Fares on TAP System**

Staff has been exploring the option of enabling the Ticket Vending Machines (TVMs) to recognize EBT cards and apply an FSI discount. Legislation would need to be passed at the state level to allow for this additional use of EBT Cards. It would also require programming on the back end of the TVMs. Staff is currently working with LA County on distribution of TAP LIFE cards upon qualifying for EBT.

Scope: According to DPSS, over 1 Million LA County residents are enrolled in the EBT program

Timeline: Estimated 2-5 years for legislation changes

Cost: Programming cost estimated at \$300,000 - \$400,000

Pros: Would provide an alternative to pre-registering for the program

Cons: Would not include anyone who is not participating in the EBT program

### **Additional Methodologies Considered But Not Recommended:**

The methods listed below were examined but are not being recommended because they do not cover all qualified riders or have been deemed too costly to implement.

#### **Equity Focused Community (EFC's) Zip Codes**

The Metro Board approved a zip code map and criteria for EFCs in 2018

<https://investinginplace.org/wp-content/uploads/2019/08/June-2019-Equity-Focus-Communities-Motion-Map.pdf>

Bar codes from photo ID cards could be scanned in as part of an online or in-app application process, or ID cards could be visually checked at Metro Customer Centers or other in-person location for a qualifying zip code. Once an individual has verified qualifying zip code, they would be eligible for low-income status for LIFE or FSI. This method would pose a challenge for people who qualify, but live outside of identified zip codes, and therefore, wouldn't be able to register using this process.



**California Integrated Travel Project (Cal-ITP)**

DMV validation of age, disability, and income integration being developed by Cal-ITP (<https://dot.ca.gov/cal-itp>). However, this is a future development without a known timeline. In addition, the technology being utilized is a credit card chip, which cannot currently be read by Metro's TAP readers, and would require significant hardware and software investment for the TAP system to become compatible.

**Low Income Fare is Easy (LIFE) Program**

The Low Income Fare is Easy (LIFE) Program is a regional program developed to assist low income LA County residents with free or subsidized transit access. Through a countywide partnership of 13 Transit Operators, FAME Assistance Corporation (FAME) and the International Institute of Los Angeles (IILA), and over 500 non-profit Community Based Organizations (CBOs), the recently added 5 Metro Customer Centers and governmental agencies (see Exhibit 1 for network locations). The LIFE program provides a broad range of transportation support to low income families, the unhoused, undocumented, victims of domestic violence, individuals seeking return to work, those unable to use traditional transit options, and others in need of immediate or alternative transportation options.

Launched with approximately 20K participants in July 2019 and has grown to now over 92K, representing 60% of Metro’s low income riders (see table below).




	Pre-COVID	Current
Total Metro Riders	300K	200K
70% Low-Income	210K	140K
Registered LIFE riders (Regional)	80K	92K
Registered LIFE riders (Metro)	72K	<b>81K</b>
% of LIFE Riders	35%	<b>60%</b>

Per a recent study by the Transportation Research Board, the LIFE program is the most expansive in the nation in terms of income eligibility. As the program moved beyond initial implementation, with feedback from agencies and riders, and experience gained during the pandemic, staff has recognized opportunities for improvements surrounding ease and accessibility of program registration, information, and use. Staff is committed to continuous improvements that support LIFE patrons and their access to vital transportation. The next page outlines the LIFE Improvements now underway.

**Immediate Benefits: Metro 50% Promotional Pricing upon resuming fare collection**

The Metro Board adopted a motion to provide relief for current frequent riders by initiating the sale of promotional passes at 50% the cost of full-price passes for 6-months. This promotional pricing reduces fare revenue projections by \$20-\$28 million from transit operation funding, resulting in fare revenues of \$73 million for FY22.

## LIFE Program Improvements

BEFORE		AFTER	Timeline
<ul style="list-style-type: none"> <li>FAME and IILA - social service network of &gt; 500 agencies throughout LA County (<b><i>CBOs, non-profits, homeless shelters, agencies serving homeless, undocumented, hospitals, and domestic violence agencies</i></b>)</li> </ul>	 <p><b><i>Easier Access</i></b></p>	<ul style="list-style-type: none"> <li>Metro Customer Service Centers now accepting LIFE applications (<b>expanding reach to &gt;300K riders</b>)</li> <li>Improving websites (TAP/Metro/Muni) for easier access to LIFE information and sign-up</li> <li>More LIFE pre-scheduled sign-up events at major transit centers/stations</li> <li>Expanded marketing campaigns (<b>specifically to language and literacy challenged riders</b>)</li> <li>Emails to Reduced Fare riders to promote enrollment</li> </ul>	<p>8/31/2021</p> <p>9/30/2021 Ongoing</p> <p>October &amp; Ongoing</p> <p>October &amp; ongoing</p> <p>9/27/21 &amp; Ongoing</p>
<ul style="list-style-type: none"> <li>Email, mail and drop-off applications</li> <li>Auto-renewal</li> </ul>	 <p><b><i>Easier Sign-up</i></b></p>	<ul style="list-style-type: none"> <li>LIFE Online application pilot test</li> <li>LIFE Online application public launch</li> <li>Continue <b>auto-renewal</b></li> <li><b>Extend eligibility</b> (1-yr to 2-yr)</li> <li>Started effort on distribution of LIFE TAP cards through <b>county EBT</b> agencies</li> </ul>	<p>10/8/2021</p> <p>10/15/2021</p> <p>Immediate</p> <p>Immediate</p> <p>Ongoing</p>
<ul style="list-style-type: none"> <li><b>FREE 20-Trips</b> (Regional)</li> <li>FREE 4-Trips (through case workers)</li> <li>Monthly pass \$76</li> <li>Discount not enough for low-income riders</li> <li>Upfront cost for a monthly pass too high</li> </ul>	 <p><b><i>More Affordable</i></b></p>	<ul style="list-style-type: none"> <li>LIFE discounts apply to Metro promo</li> <li><b>Monthly pass \$26</b> (Metro promo)</li> <li><b>FREE 20-Trips (Regional)</b></li> </ul> <p style="text-align: center;"><u>AFTER Metro Promo*</u></p> <p><b>Sustainable &amp; Affordable options for low-income</b></p> <ul style="list-style-type: none"> <li>Consider changes to discount rates</li> <li>Explore modifications to Metro passes</li> <li>Utilize fare capping to address high upfront costs</li> </ul>	<p>11/1/2021 Resume fare collection</p> <p>6/1/2022</p>

\*Metro Promo: Board adopted motion to provide relief for current frequent riders by initiating the sale of promotional passes at 50% the cost of full-price passes for 6-months.

**Details of LIFE Program & Improvements**

**Program Benefits – Two types of benefits: immediate needs and recurring monthly benefits**

*Immediate Needs*

For those individuals who do not have access to transportation to meet their basic medical, shelter/housing and job search needs, have been discharged from the hospital, released from incarceration, or a victim of domestic violence. The 4 regional trip disposable ticket was developed at the request of homeless service providers as the type of product that would best serve their clients’ needs, is not limited and distributed at the discretion of the case managers.

*Recurring Monthly Benefits*

On a monthly basis, LIFE patrons can choose, at no cost, 20 free trips on any participating transit operator, or a discount towards the purchase of a monthly, weekly, or EZ pass, of up to \$24 per month. Depending on the price of an operator’s pass, discounts range from 24% off and up to 100% off, or free, for operators such as Los Angeles Department of Transportation (LADOT) local service operations. The table below summarizes the LIFE products and Exhibit 3 provides the regional discounts by operator.

Products	Subsidy Amount	Cost to Patron
<b>Transit Trips</b>		
20 Regional rides	\$35	FREE
4 Regional rides	\$7	FREE
<b>Discount on Monthly Passes</b>		
Full Fare rider *	up to \$24	Varies (\$0 - \$76)
Sr/Disabled, K-12, College *	\$8 - \$13	Varies (\$0 - \$30)
<b>Taxi Media</b>		
Coupon	\$11	FREE
Voucher	up to \$100	FREE

\* Cost to patron varies by operator.

**2019 Launch of LIFE Program & Improvements**

LIFE officially launched in July 2019, consolidated the two programs with:

- Movement onto TAP (elimination of paper coupons)
- Integration with the region’s Point of Sale device upgrade project – effectively doubling the available vendor network
- Introduction of a FREE 20 trip option
- Development of a disposable FREE 4 trip ticket that replaced transit tokens

**Program Eligibility & Sign-Up**

To enroll in the program, a patron may email, mail, or visit any of the 500 participating agencies throughout the county and 5 Metro Customer Centers, and present qualifying information including:

1. A valid regular or Reduced Fare TAP card
2. Any governmental issued ID, including other countries
3. Proof of Income (see Exhibit 2 for income eligibility), any of the following:

- Any government-issued card that provides cash, food or other subsidies to the recipient including EBT or Medi-Cal card
- Any government-issued award or letter that verifies recipient’s eligibility to receive cash, income, or subsidized benefits including:
  - Social Security Award
  - Unemployment letter
  - CalFresh eligibility letter
  - Free or reduced lunch letter
- Check stub or Tax return form
- Wages and tax statement form (i.e. 1099 or W-2)

State of California ID and the Medi-Cal card are the most widely used proof of ID and income by LIFE patrons.

Case managers can provide LIFE products that meet the needs of their clients that are unable to show any proof of identity or income. Distribution and frequency of LIFE products are at the discretion of the case managers, based on the needs of their clients.

**Use of LIFE Products – FREE 20-Trip**

Results indicated that while the monthly and weekly pass subsidies were popular, the free 20 trip product was loaded 39,695 times, resulting in over 541,388 free trips on Metro and participating operators. February 2020 marked the peak of the program, resulting in about 115,000 free trips and subsidies for over 24,000 monthly and weekly passes.

The free 20 trip product is proving to be a popular product and when combined with the two-hour transfer window on Metro more than 20 trips can be made by patrons. For example, in February 2020, total estimated trips utilizing the 20 trip product exceeded 200,000 free transit trips to LIFE patrons. Data also suggests that approximately 80% of those riders utilizing the 20 trip product did not have a need for additional product purchases. The table on the right illustrates demand and used of 20-Trip product.



**LIFE Program Improvements: Ease of Enrollment, Improved Accessibility, and Better Benefits**

Like most transit programs the LIFE program was significantly impacted by the onset of the COVID-19 pandemic. There was a steady growth of enrollment and utilization during the first 8 months, but enrollment slowed down with the pandemic, average pass purchases fell from 21,375 per month to 1,573. Trips taken on the 20 trip product fell from an average of 67,671 to 7,533. To address the safety concerns of both patrons and partner staff, the program initiated an auto reenrollment process, mail, and email registrations.

As the region begins emerging from the pandemic, we are seeking to focus on not only current and returning patrons, but also attracting new individuals and families to expand the program with a focus on Accessibility, Ease of Enrollment, potentially expanded Eligibility, and other opportunities to make the program more affordable.

### *Ease of Enrollment and Accessibility*

#### Initial Implemented Improvements

- Application of LIFE discounts to Metro's 50% 6-mo promo (\$76 monthly pass NOW \$26)
- Expanding access through acceptance of LIFE applications at 5 Metro Customer Service Centers (Implemented Aug 31)
- Continue mail and email COVID implemented processes
- Improving websites (TAP/Metro/Muni, Reduced Fare and Bikeshare) to make it *easier* to get LIFE information and sign-up including crosslinking among programs

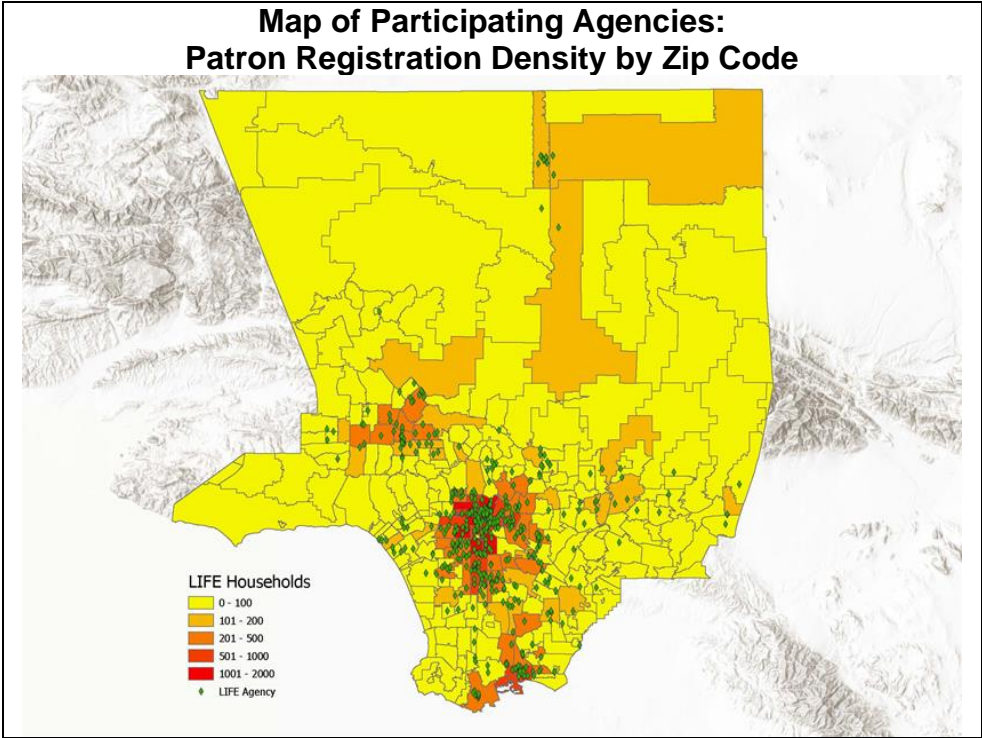
#### Upcoming Activities

- Extending eligibility from 1-yr to 2-yr to make it *easier* for riders
- Exploring distribution of LIFE TAP cards through county EBT agencies to make it *easier*
- Creating new online portal to make sign-up *easier* and more *accessible*
- Pre-scheduled LIFE sign-up events at major transit centers/stations to increase *accessibility*
- Expanded marketing campaigns to make it *easier* to get information and reach more low income riders, with expanded outreach specifically to language/literacy challenged riders
- Direct messages to Reduced Fare Customers of LIFE information to see if they qualify

### *Affordability of the Program*

- Analyze the subsidy during the Board approved 50% off fares promotion
- Consider changes to the discount rate

**Exhibit 1: Participating Agencies & Patron Registration**



**Exhibit 2: Income Qualifications**

Income Qualifications 2021	
Household Size	Annual Income
1	\$41,400 or less
2	\$47,300 or less
3	\$53,200 or less
4	\$59,100 or less
5	\$63,850 or less
6	\$68,600 or less

Income levels are updated annually. Level of income qualification reflects US Department of Housing and Urban Development (HUD) Very Low Income levels defined as 50% of Median Household Income in the Los Angeles/Glendale HUD Metro area.

**Exhibit 3: LIFE Regional Discounts**

<b>LIFE Program Subsidies</b>	
<b>Fare Type</b>	<b>LIFE Subsidy</b>
<b>Pass Option</b>	
Regular 30-Day/Monthly Pass	\$24.00
Regular 7-Day/Weekly Pass (up to four/mo)	\$ 6.00
Senior/Disabled 30-Day Monthly Pass	\$ 8.00
College/Vocational 30-Day/Monthly Pass	\$13.00
Student K-12 30-Day/Monthly Pass	\$10.00
Regular EZ Transit Pass (base fare)	\$24.00
Senior/Disabled EZ Transit Pass (base fare)	\$ 8.00
<b>Ride Option</b>	
20-Regional Rides: Base Fare Only. Interagency transfers are additional cost	Free for LIFE Participants
<b>Bike Share</b>	
Bike Share 30-Day Pass	\$12.00
Bike Share 365-Day Pass (\$8.33 Per month)	\$100.00
Bike Share Passes can be purchased each month in addition to the options above.	
<b>Agency Partner Distributed Options</b>	
Taxi Coupons	\$11.00
Taxi Variable Rate Vouchers	Up to \$100
4 Regional Rides	Free for LIFE Participants

<b>Percentage Discounts by Participating Operator - Monthly Pass</b>		
<b>Operator</b>	<b>Monthly Pass Price*</b>	<b>LIFE Discount (%)</b>
LADOT - Local Dash Service	\$ 18	100%
Pasadena Transit	\$ 15	100%
Santa Clarita Transit	\$ 34	71%
Torrance Transit	\$ 35	69%
AVTA	\$ 50	48%
Santa Monica Big Blue Bus	\$ 50	48%
Foothill Transit	\$ 60	40%
Long Beach Transit	\$ 65	37%
LA Metro	\$ 100	24%
<b>Operators Using EZ Pass Only</b>		
Culver City Bus	\$ 110.00	22%
Gtrans	\$ 110.00	22%
Montebello Bus Lines	\$ 110.00	22%
Norwalk Transit	\$ 110.00	22%

\* Represents Operators Monthly Base Pass Price

<b>Discounts applied to Operator Promotional Discounts</b>		
Foothill Transit - Summer Sale	\$ 30	80%
Long Beach Transit - March 2022 Sale	\$ 50	48%
LA Metro - 50% Pass reduction Promo.	\$ 50	48%



**Board Report**

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**File #:** 2021-0372, **File Type:** Motion / Motion Response**Agenda Number:** 45.

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**REVISED**  
**REGULAR BOARD MEETING**  
**MAY 27, 2021****Motion by:****DIRECTORS GARCETTI, MITCHELL, AND KREKORIAN**

## Fareless System Initiative

Metro's Fareless System Initiative (FSI) is one of the most transformative efforts Metro can take to help Los Angeles County emerge from the pandemic, advance equity, reduce transportation emissions, simplify students' return to school, and increase ridership.

The pandemic has hit students hard. Once the Department of Public Health and schools deem it safe for students to fully return to in-person learning, Metro, municipal operators (munis), and school districts should do everything possible to make the transition back effortless for these families. Studies across the country have shown that the lack of access to transportation is a barrier to student attendance and, therefore, academic success.

Moreover, Metro riders' median household income is \$19,325 systemwide, with approximately 70 percent of Metro riders considered low-income under federal Department of Housing and Urban Development definitions. Many of our riders depend on Metro to reach their jobs as essential workers, and during the pandemic they suffered unavoidable financial impacts. Fareless transit would alleviate some of this burden, helping Los Angeles County get back on its feet.

As the FSI pilot has been developed, the following items remain to be finalized:

1. An efficient implementation process, as well as agreements with the school districts, needs to be put in place to distribute fareless K-12 and Community College student passes.
2. A final funding plan needs to be created.
3. A key concern of municipal operators is the continuation of existing funding agreements with community colleges. These funding agreements have, in many cases, taken years to negotiate. While FSI remains a pilot, these agreements and processes should be kept in place.
4. A mission statement and goals are necessary to help communicate the need for this program.
5. The existing FSI Task Force that developed the pilot should be re-formed to focus on implementation.

Board action is required to ensure these key areas of risk can be addressed and to provide clarity on

FSI's advancement and next steps.

**SUBJECT: FARELESS SYSTEM INITIATIVE**

**RECOMMENDATION**

APPROVE Motion by Directors Garcetti, Mitchell, and Krekorian that the Board direct the Chief Executive Officer to implement the Fareless System Initiative, subject to a final financial plan and while pursuing cost-sharing agreements.

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

*Administrative Coordination*

- A. Develop strategies to streamline and simplify the eligibility process for participants, striving to remove as many barriers to entry as possible;
  - 1. Include an evaluation of a self-attestation process for low-income riders;
- B. Partner with school districts on administrative coordination to enable availability at pilot launch to all LA County school and community college districts (based on each district's interest), including but not limited to any required Memoranda of Understanding or TAP coordination;

*Funding*

- C. In partnership with implementation partners and key stakeholders, pursue and support federal and state opportunities and legislation to fund the Fareless System Initiative, both the pilot phase and any permanent program (should the Board decide to continue past the proposed pilot period), including but not limited to the federal Freedom to Move Act;
- D. Pursue reasonable cost-sharing agreements with school districts;
  - 1. Seek to take advantage and leverage any existing student transportation fee programs (e.g., student-approved LACCD fees);
  - 2. Seek to preserve existing funding agreements between school districts and transit operators;
    - a. Wherever municipal operators have existing fareless agreements with community college districts, consider accepting muni student transit passes on Metro for the duration of the pilot;
  - 3. Seek new funding agreements for districts without any existing discounted or fareless student pass programs (e.g., U-Pass);
- E. Consider pursuing private funding opportunities, including but not limited to philanthropic partnerships;

*Follow-Up*

F. Report to the Board monthly on the development, launch, and performance of the Fareless System Initiative. The first update should include:

1. A mission statement and goals for the FSI pilot;
2. Lists of interested municipal operators, school districts, and community college districts;
3. An update on the refined FSI financial plan; and
4. Identification of a cross-departmental implementation team.

**HAHN AMENDMENT:** Direct the Chief Executive Officer to prepare a financial plan for the implementation of a Fareless System Initiative that meets the conditions provided below to the Board's satisfaction:

1. Municipal and local operators that choose to participate will be fully included and provided the same type of fare subsidy as Metro transit operations, in order to ensure a seamless rider experience regardless of geographic location or transit provider;
2. The initiative is funded without reducing existing transit operations or state of good repair expenditures or by using regional funding typically committed to bus and rail transit operations or intended for the capital program;
3. Opportunities to expand or adjust existing fare subsidy programs to maximize community benefit have been studied and presented to the Board; and,
4. An initiative can be scaled and/or targeted in a manner that best aligns with Metro's Equity Platform, adopted by the Board in March 2018.

**MITCHELL AMENDMENT:** Direct Metro CEO to Continue the current fare collection policy in perpetuity until the Metro Board is satisfied with a financial plan for Fareless.

**BONIN AMENDMENT:**

1. Report back in the financial plan with information on the costs, including administration, technology, and enforcement, of the proposed pilot program compared to a universal fare-free system.
2. Include in the overall final program evaluation:
  - a. Reach of the program, including student and low-income participation rates.
  - b. Effectiveness of the program in improving mobility, increasing student attendance and performance, shifting travel behavior, reducing automobile use, and increasing transit ridership.

- c. The net cost of the program and cost per rider.

**SOLIS AMENDMENT:** Report back on the feasibility of using the Federal American Rescue plan funding for the pilot.



## **Public Education Campaign: Back On Track: Get Ready to TAP**

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### **Goals**

- Raise broad awareness with Metro riders about systemwide changes beginning ~~November 1, 2021~~ January 10, 2022, including:
  - Fare collections resume
  - Discontinue rear-door boarding (note: all-door boarding continues to be available on Lines 720 and 745, and Silver Line)
  - More frequency and convenience with NextGen implementation - systemwide service hours restored
  - A safe and clean system
  - Improved fare options - discounted passes and LIFE program discounts
- Drive traffic to *metro.net/fares* for information on all available discounted fare programs, including the six-month half-off passes promotion
- Highlight financial relief initiatives to Metro pass buyers
- Expand LIFE pass program participants with enhanced program discounts

### **Audiences**

- Riders – general and all who qualify for discounted programs
- Community partners
- Metro Operators and staff
- Media – local and ethnic media (print, broadcast, online)

### **Strategy**

- Use existing Metro resources to inform customers of ~~Nov. 1~~ January 10, 2022 system changes, fare collection, promotional and discount programs, including ambassadors, signage at bus stops, POS locations (TVMs, Metro Customer Centers, etc.), Metro and TAP websites and social media channels.
- Recruit new community partners to share information with targeted constituencies on Metro's discounted fare programs, with targeted communication on half-off passes to LIFE participants and current pass holders.
- Ask local elected officials to amplify notices to residents via social media channels. Provide draft posts.
- Promote changes via earned and paid media channels.

## **Key Messages**

- As part of its continuing COVID recovery efforts, Metro returned to its pre-pandemic bus service hours on September 12, 2021.
- Metro paused fare collection longer than most major transit agencies around the country, which have resumed fare collection to hire drivers and expand service. Regionally, many agencies, including Big Blue Bus, Foothill Transit, Montebello Bus Lines, Culver CityBus and others, have already resumed fare collections.
- To make using the system more affordable, Metro is offering a variety of discounts on Metro passes, including some promotional rate discounts.
- Metro is making it even easier and less expensive to participate in the LIFE program.

## **Customer-Facing Message**

- We're getting back on track. Get ready to TAP.
  - Fare collection returns on Metro buses starting ~~November 1<sup>st</sup>~~ January 10, 2022.
  - A return to pre-pandemic operating hours will offer extended service on bus lines across the system.
  - LIFE: We are making it even easier to apply and receive deep discounts on your Metro rides. Now featured at ALL Metro Customer Centers.
  - Find out about discounts on fare and passes at [metro.net/fares](https://metro.net/fares).
  - Metro is offering monthly, weekly and day passes at half-price savings. Pay only \$3.50 on a day pass, \$12.50 on a weekly pass, and \$50 on a 30-day pass. (include discount price chart on *metro.net/fares*)

\$50 off a \$100 30-Day Pass  
\$12.50 off a \$25 7-Day Pass  
\$3.50 off a \$7 1-Day Pass

## **Tactics**

- Issue press release announcing changes to:
  - Dailies, weeklies and monthly hyper-local and ethnic media
- Social media
- Metro website
- Metro's *The Source* blog
- Metro Daily Brief
- Metro Friday Facts
- myMetro
- Develop and deploy graphics to accompany campaign ads, social media assets
- Develop flyers or other collateral materials to share with government partners (DPSS, health centers and housing authorities), Metro Customer Centers and community partners
- Engage communications teams in local electeds' offices to amplify changes on social channels

- Deploy campaign ads:
  - Bus car cards and rail posters
  - Paid media campaign – online banners, newspaper ads (targeting Limited English Proficiency audiences), social media
  - Metro-owned channels, including messages on hold, digital kiosks
  - *Transit* app integration
  - Information at stop level (buses)
  - Seat drops
  - Updated fares section on *metro.net*
  - Flyer/posters for Metro Customer Centers
  - Organic social media posts
  - Pop-up events at high traffic stops/transit centers and community events
    - Barber/beauty shop visits/flyer drops (Board member Dupont-Walker mentioned doing outreach in the July Ops Committee meeting)
    - Promotional giveaways for those who tap with a registered card in the first 30 days

### **Program Timeline**

- Draft press release and graphic assets – 9/17/21
- Draft outreach email to stakeholders and partners for amplification assist 9/17/21
- Campaign launch: ~~October 4~~10, 2021
  - Issue release
  - Disseminate materials
  - Post to social channels
  - TAP partner amplification
- Fare collection: ~~November 1, 2021~~ January 10, 2022
  - 30-day warning period ~~November 1, 2021~~ January 10, 2022 to ~~November 30, 2021~~ February 10, 2022

# Metro's Fareless System Initiative (FSI)

Fareless System Initiative (FSI)  
Monthly Update  
September 2021





# Recommendation

1. RECEIVE AND FILE the FSI funding plan for Phase 1 (K-14) and Phase 2 (low-income riders) pilots (Attachment A) and status report;
2. APPROVE implementation of Phase 1 (K-14); and
3. APPROVE Low Income Fare is Easy (LIFE) improvements (Attachment G).

# Phase 1 K-14 – Cost Sharing

- K-12 cost sharing is \$3 per student per year for all students in district
  - ✓ Two-year cost-sharing revenue estimated at \$4-8 million (12-24% of total)
- 41 out of 87 Districts are interested in participating in program, including LAUSD
  - ✓ Represents 1201 schools, 726,735 students, and cost-sharing revenue of \$2.18M/year
  - ✓ Full cost-sharing for revenue if all 87 districts participate = \$4.2M/year
- Community College cost sharing is \$7 per student per year for all students
- Estimated fare revenue loss for two-year pilot is \$49.9M

# Phase 1 K-14 – Funding Plan

Phase 1 Funding Plan (\$ in millions)	Pilot Year 1	Pilot Year 2	Total
<b>Estimated Costs</b>			
Metro K-12 Students	\$ 7.7	\$ 25.8	\$ 33.5
Countywide Muni/Local K-12 Students	8.2	8.2	16.4
Community College Students <sup>(1)</sup>	-	-	-
<i>Total Estimated Costs</i>	\$ 15.9	\$ 34.0	<b>\$ 49.9</b>
<b>Funding Plan</b>			
<u>Secured</u>			
ARPA Funds <sup>(2)</sup>	\$ 11.7	\$ 29.8	\$ 41.5
Cost Sharing Contracts with K-12 Schools and Community Colleges <sup>(3)</sup>	2.2	2.2	4.4
<u>Unsecured</u>			
Cost Sharing Contracts with K-12 Schools and Community Colleges <sup>(4)</sup>	2.0	2.0	4.0
<i>Total Funding Plan</i>	\$ 15.9	\$ 34.0	<b>\$ 49.9</b>

(1) No changes assumed for existing cost sharing agreements with community colleges.

(2) Each participating agency will utilize their share of ARPA funding allocations as approved by the Metro Board of Directors at the July 2021 Regular Board Meeting.

(3) Ongoing current negotiations with 41 out of 87 K-12 districts interested in the program represent \$2.2 million in annual cost sharing revenues.

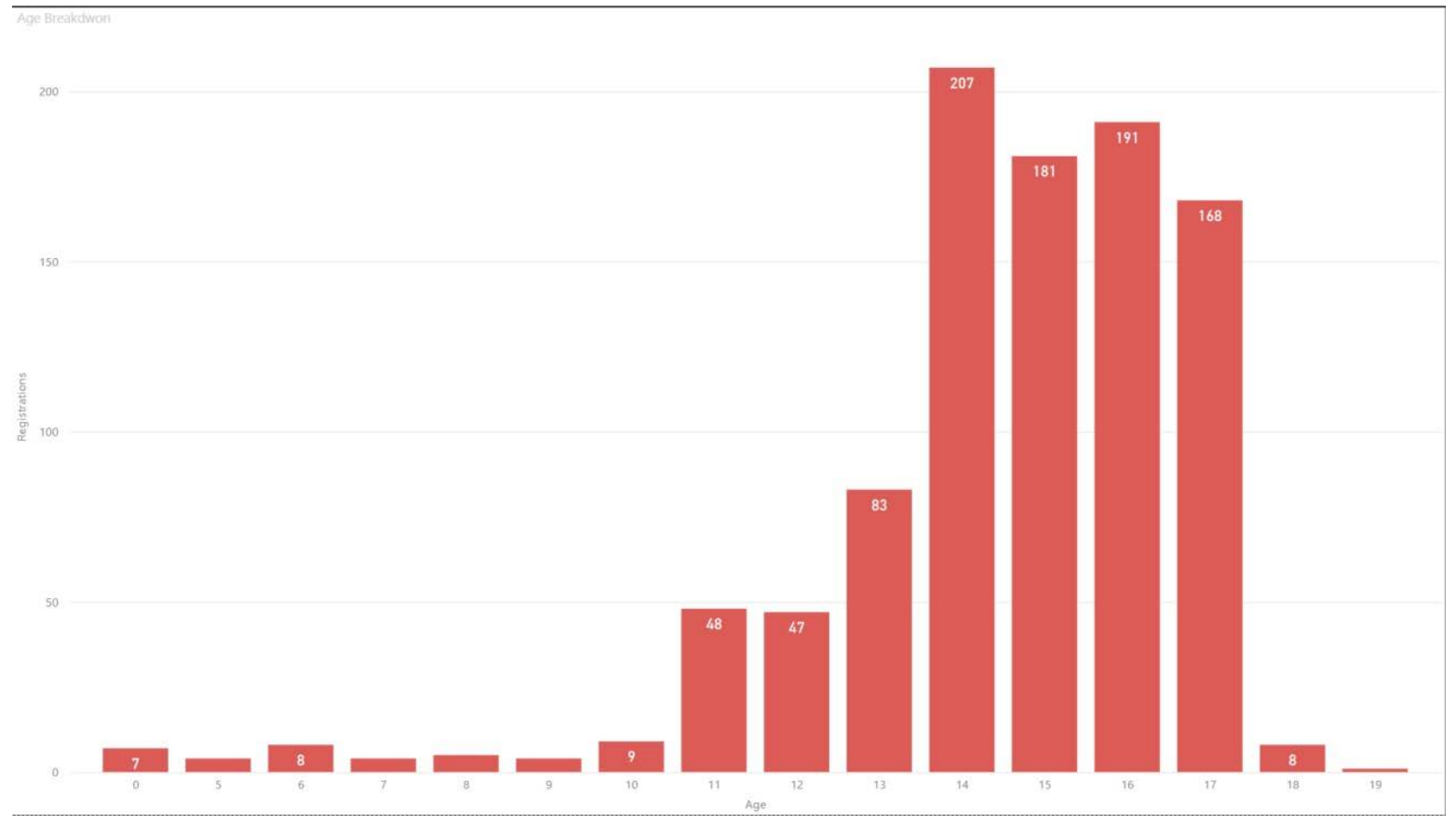
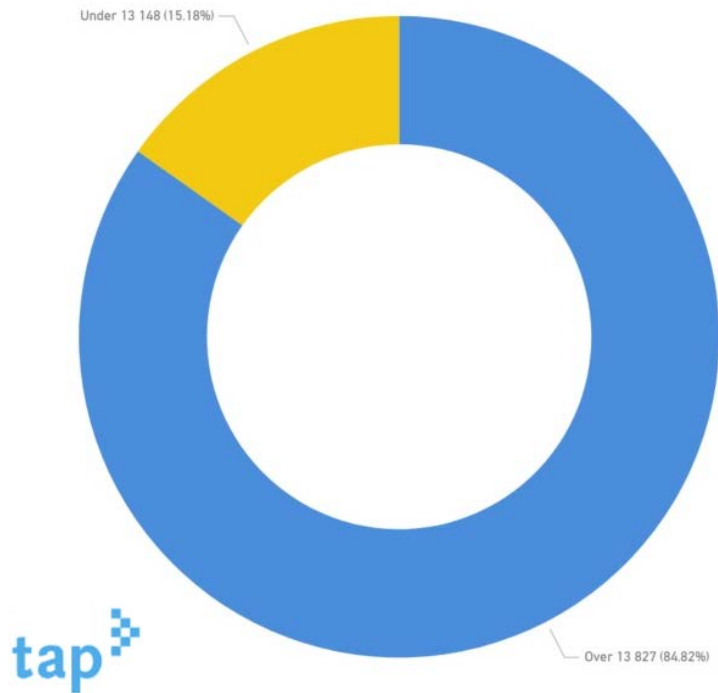
(4) If all K-12 districts countywide participate in the program, additional annual revenues are estimated at \$2.0 million.

# Phase 1 K-14 – Testing

- Since August 8<sup>th</sup>, we have launched testing through TAP portal with 3 school districts and 3 charter schools.
- As of 9/7/2021:
  - ✓ 5600 test cards have been distributed
  - ✓ 1,149 cards have been registered in the portal
  - ✓ 613 unique cards have been used on the system
  - ✓ 7,046 boardings have been recorded
- Registration portal created by TAP has run very smoothly with less than 1% errors

# Phase 1 K-14 – Testing (1149 registrants)

Over 13 = 86%  
Under 13 = 14%



Majority of registrants are in the 14-17 age range, followed by 11-13 age range

# Phase 1 K-14 – Testing (1149 registrants)

## Ethnicity Background

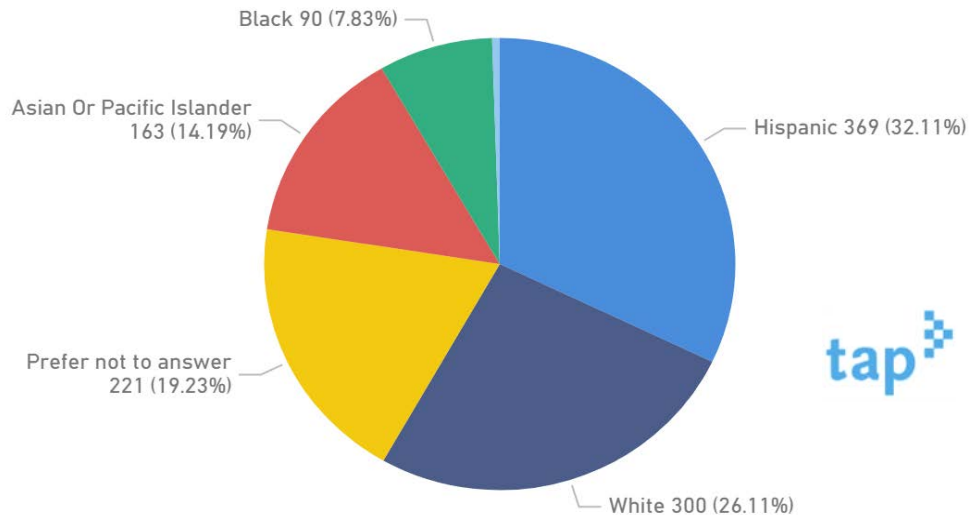
Hispanic = 32%

White = 26%

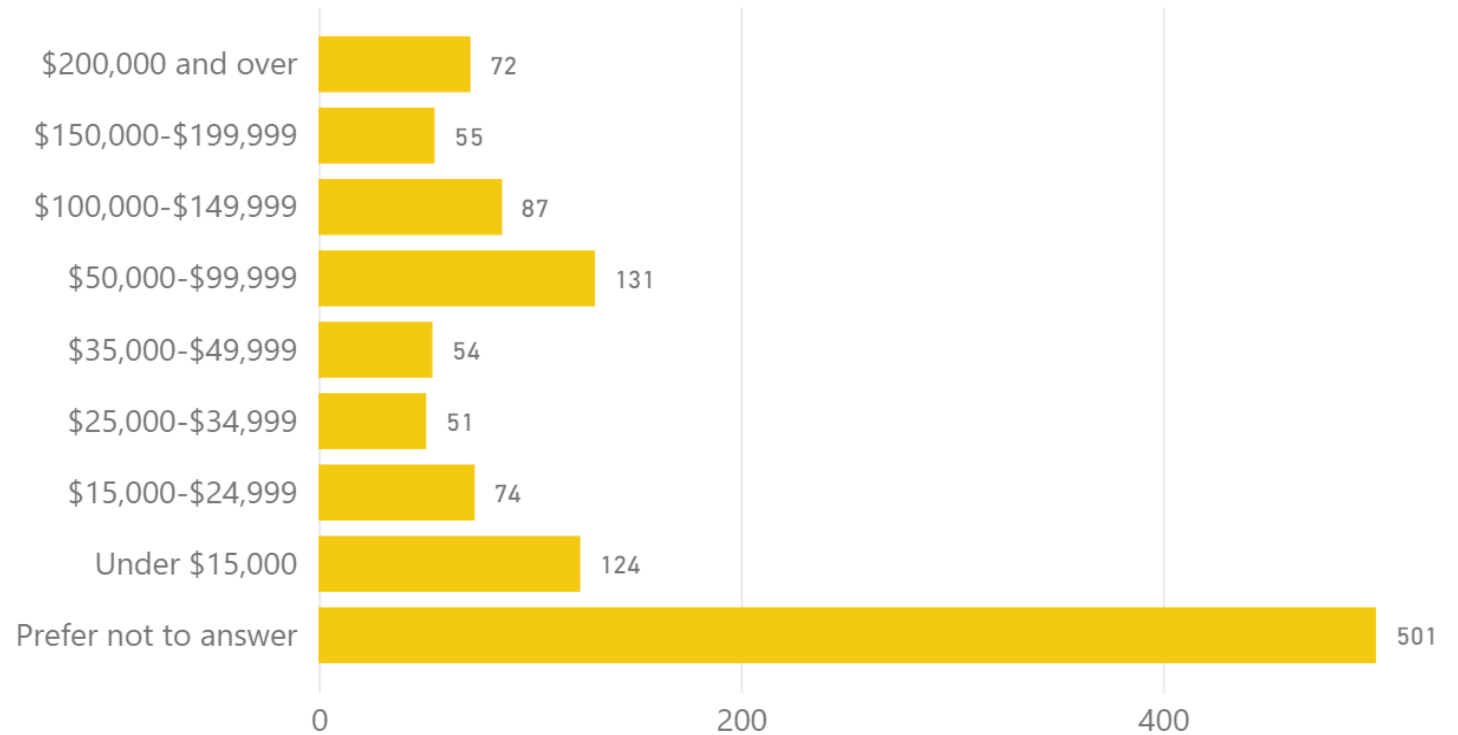
Prefer not to answer = 19%

Asian or Pacific Islander = 14%

Black = 8%



## Registrations by Household Income



Majority (44%) of registrants chose “prefer not to answer”.  
Of 648 responses, 38% under \$35K/yr. year and 47% under \$50K/yr.

# Phase 1 K-14 – Countywide Implementation

## Phase 1 Agreements

- 6 district agreements signed
- Finalizing additional 34 agreements

## Phase 1 Administration

- TAP Registration Portal functioning with very few errors
- TAP Card distribution plan in place

## Phase 1 Marketing

- Web pages updated to reflect testing
- Renaming effort / program materials ready for Oct. 1 launch pending Board approval



# Phase 2 Low-Income – Funding Plan

Phase 2 Funding Plan (\$ in millions)	Pilot Year 1	Pilot Year 2	Total
<b>Estimated Costs</b>			
<u>Metro</u>			
Estimated Fare Revenue Loss	\$ 22.6	\$ 147.4	\$ 170.0
Bond Defeasance	68.0	(12.0)	56.0
Administrative Costs for New Low Income Program	2.0	1.0	3.0
<i>Metro Subtotal</i>	<u>\$ 92.6</u>	<u>\$ 136.4</u>	<u>\$ 229.0</u>
<u>Countywide Municipal &amp; Local Operators</u>			
Estimated Fare Revenue Loss	\$ 24.0	\$ 48.0	\$ 72.0
Additional Costs	46.0	92.0	138.0
<i>Municipal &amp; Local Operators Subtotal</i>	<u>\$ 70.0</u>	<u>\$ 140.0</u>	<u>\$ 210.0</u>
<i>Total Estimated Costs</i>	<u>\$ 162.6</u>	<u>\$ 276.4</u>	<u>\$ 439.0</u>
<b>Funding Plan <sup>(1)</sup></b>			
<u>Secured</u>			
Redirect LIFE Program Revenues to FSI Phase 2 <sup>(2)</sup>	\$ 7.5	\$ 15.0	\$ 22.5
<u>Unsecured</u>			
General Revenues - Bond Defeasance <sup>(3)</sup>	68.0	-	68.0
Potential New Funding	87.1	261.4	348.5
<i>Total Funding Plan</i>	<u>\$ 162.6</u>	<u>\$ 276.4</u>	<u>\$ 439.0</u>

<sup>(1)</sup> Phase 2 implementation is contingent on securing \$416.5 million in new funding (\$439 million total estimated costs, less \$22.5 million for redirected LIFE Program revenues).

<sup>(2)</sup> Assumes countywide participation in FSI Phase 2, with total LIFE budget redirected to fund the pilot.

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# Phase 2 – Administrative Strategy Status

Staff is exploring the strategies below to simplify the administrative process for low-income participants. Specific attention is being paid to ensure unhoused and undocumented communities are included:

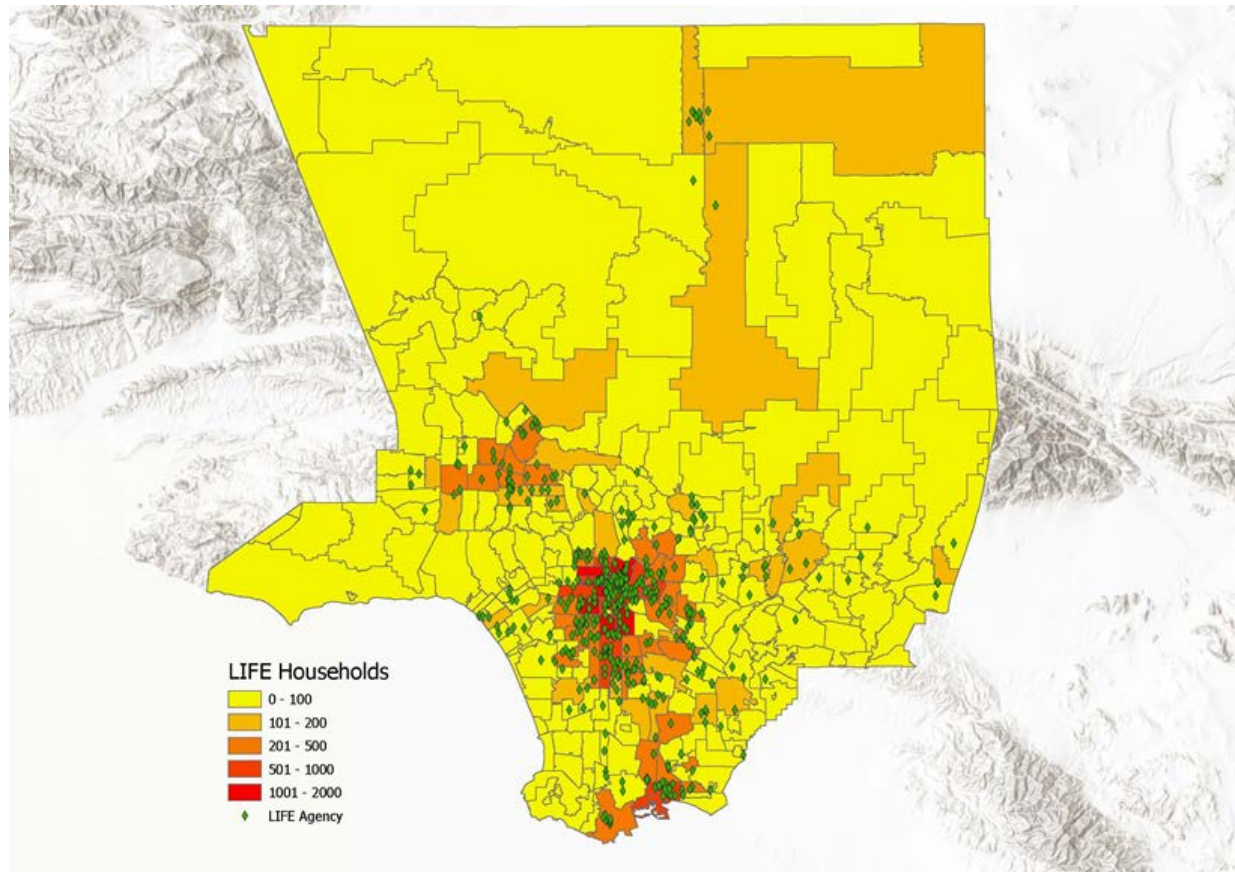
- Self-Attestation
- Cross Qualifying Participants with other Existing Low-Income Programs
- Fareless for Off-Peak Trips
- Qualifying EBT Customers for Reduced Fares on TAP System

# Phase 2 Funding – Next Steps

- Not enough capacity in the current Metro Transit Operations budget for Phase 2 launch of the pilot for low-income riders
- Future implementation is contingent on new sustainable federal, state, local, or other funding sources
- Seek new funding opportunities:
  - Federal Infrastructure Investment and Jobs Act
    - ✓ Reconciliation Legislation is pending action
    - ✓ Support for funding for future phases being communicated to Congress and Leadership
  - New Digital Advertising / Sponsorships
  - Other state/federal funding, grants, philanthropy
- Interim steps to benefit low-income riders include improvements to existing LIFE Program and Fare-Capping as a bridge to a low-income fareless pilot

# Low-Income Fare is Easy (LIFE)

## LIFE Participation and Agency Locations



- Heat map illustrates LIFE participation
- Green dots depict agency locations (>500 agencies)

***LIFE is a Regional Program***  
***Transit subsidies across 13 transit operators***  
***Administered through FAME & IILA***  
***network >500 social service agencies***

	Pre-COVID	Current
Total Metro Riders	300K	200K
70% Low-Income	210K	140K
Registered LIFE riders (Regional)	80K	92K
% of Metro LIFE Riders	35%	<b>60%</b>

### Riders not enrolled in LIFE

- Other riders already receive free or subsidized passes from their employer, school or city
- 34 cities offer free or subsidized passes to their residents
- Access riders are free on Metro

# LIFE Eligibility – Immediate Needs



Immediate Need

Homeless Shelters  
Domestic Violence Agencies  
Hospitals, Jails  
Senior Centers

FREE 4-Trips (as needed)

Taxi coupons (\$11)

Taxi vouchers (<\$100)

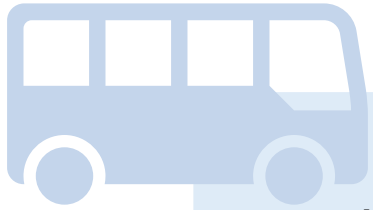
Benefits were developed based on agencies' feedback on how to best serve their clients:

- might not have any documentation to prove their identity and/or income
- not able to hold on to their TAP cards
- have a short term or immediate need and

**Agency case managers:**

- Completes attestation form for clients if missing documents
- determine eligibility and provide benefits based on the client's safety, health and frailty and travel needs
- Determine frequency of distribution and # of trips
- Metro's free transfer applies on these tickets

# LIFE Eligibility – Monthly



## Low-Income Transit Riders

Medical Service providers  
Low-Income Housing Agencies  
Educational Institutions  
Food Banks  
Faith-Based Organizations  
Senior Centers  
Other non-profits & Referral agencies

FREE 20-Trips (Regional)

Discounted passes

Recurring Transit Need

- Any valid government-issued picture ID
- Proof of Income (Medi-Cal, EBT, Social Security Award check stub, Free Lunch, Unemployment letter)
  - Any government issued card/letter proving any assistance is acceptable
  - EBT cards are used by government to provide cash aid and/or food subsidies to the eligible recipients
  - Every child residing in the county can enroll in school and receive Free lunch if low income
- Valid TAP card
- Mail, email or personally drop off their applications to the administrator or participating agency in their area

# LIFE Products

Product	Current Cost	Current LIFE PRICE	LIFE price during Metro promo
<b>Metro Products</b>			
<b>FREE</b> 20-Trips Regional (per mo)	\$35	<b>FREE</b>	<b>FREE</b>
Monthly	\$100	\$76	<b>\$26</b>
Weekly (4X per mo)	\$25	\$19	<b>\$6.50</b>
S/D Monthly	\$20	\$12	\$12
C/V Monthly (for non-participating FSI schools)	\$43	\$30	\$30
K-12 Monthly (for non-participating FSI schools)	\$24	\$14	\$14
<b>Transit Operators (LIFE discounts will apply on top of any operator promo)</b>			
LADOT/Pasadena	\$15-\$18	<b>FREE</b>	<b>FREE</b>
Santa Clarita/Torrance/Santa Monica/AVTA	\$34-\$50	\$10-\$26	\$10-\$26
Long Beach/Foothill	\$60-\$65	\$36-\$41	\$36-\$41

**Metro Promotional Pricing estimated at \$20-\$28 million for 6 months.**

# *Easier* Access & *Easier* Sign-Up

## BEFORE

- FAME and IILA - social service network of > 500 agencies throughout LA County (*CBOs, non-profits, homeless shelters, agencies serving homeless, undocumented, hospitals, and domestic violence agencies*)

- Email, mail and drop-off applications
- Auto-renewal



## AFTER

- Metro Customer Service Centers now accepting LIFE applications *Expanding our reach to over 300K riders annually they serve*
- Improving websites (TAP/Metro/Muni) for easier access to LIFE information and sign-up
- More LIFE pre-scheduled sign-up events at major transit centers/stations
- Expanded marketing campaigns
- Emails to Reduced Fare Riders to promote enrollment

- Create NEW online application
- Continue auto-renewal
- Extend eligibility (1-yr to 2-yr)
- Started effort on distribution of LIFE TAP cards through county agencies

# More Affordable

## BEFORE

- FREE 20-Trips (Regional)
- FREE 4-Trips (through case workers)
- Monthly pass \$76
- Discount not enough for low-income riders
- upfront cost for a monthly pass too high



## AFTER

- LIFE discounts apply to Metro 50% Promo
- Monthly pass \$26 (during Metro promo)
- FREE 20-Trips (Regional)

### (AFTER 6-month Metro Promo)

#### SUSTAINABLE & AFFORDABLE OPTIONS FOR LOW-INCOME

- Consider changes to discount rates
- Explore modifications to Metro passes
- Utilize fare capping to address high upfront costs



# Helping Low-Income: Next Steps

## Return to Board on LIFE Improvements & Recommendations

### While we work towards phase 2 low-income pilot we will:

- Monitor impact of LIFE improvements
  - Accessibility, eligibility and affordability*
- Assess ridership during Metro promo period
  - Impacts of higher discounts*
- Assess options/opportunities for further sustainable LIFE program modifications
- Fare capping will mitigate upfront cost of passes
  - *Day Pass Testing starts in December 2021*
  - *Integration of fare capping into fare structure*
- Collaborate with Muni Operators on a NEW Regional Low-Income Fare Product
- Expand E-Pass Program for Low-Income Riders



# Low-Income Enhancements Timeline

## Low-Income Enhancements

**2021**

**New** distribution of LIFE info through social service networks

Continue auto-renewal

**AUGUST**

Extend eligibility (one year to two years)

**New** Metro Customer Centers accept applications

**New** info on TAP, Metro and muni websites

**SEPTEMBER**

**New** notifications on TAP website promoting registration

**New** promotional emails to TAP Reduced Fare riders

**New** expanded E-Pass program to additional lower-wage industries

# Low-Income Enhancements Timeline

## Low-Income Enhancements

**2021**

Work with County Social Services to Supply LIFE flyers to low-income patrons

Launch LIFE online application

Work with County Social Services to Supply LIFE TAP cards to low-income patrons

**OCTOBER**

**NOVEMBER**

Expanded marketing campaigns

Sign-up incentives and info at major transit centers

# Increase in Low-Income Riders

## Existing Low-Income Participants = 152,629

- LIFE Participants = 92,000
- Low-Income K-12 = 44,160
- Low-Income Community College = 13,469
- Low-Income SEP/E-Pass= 3,000

## Eligible Low-income Students in FSI Phase 1

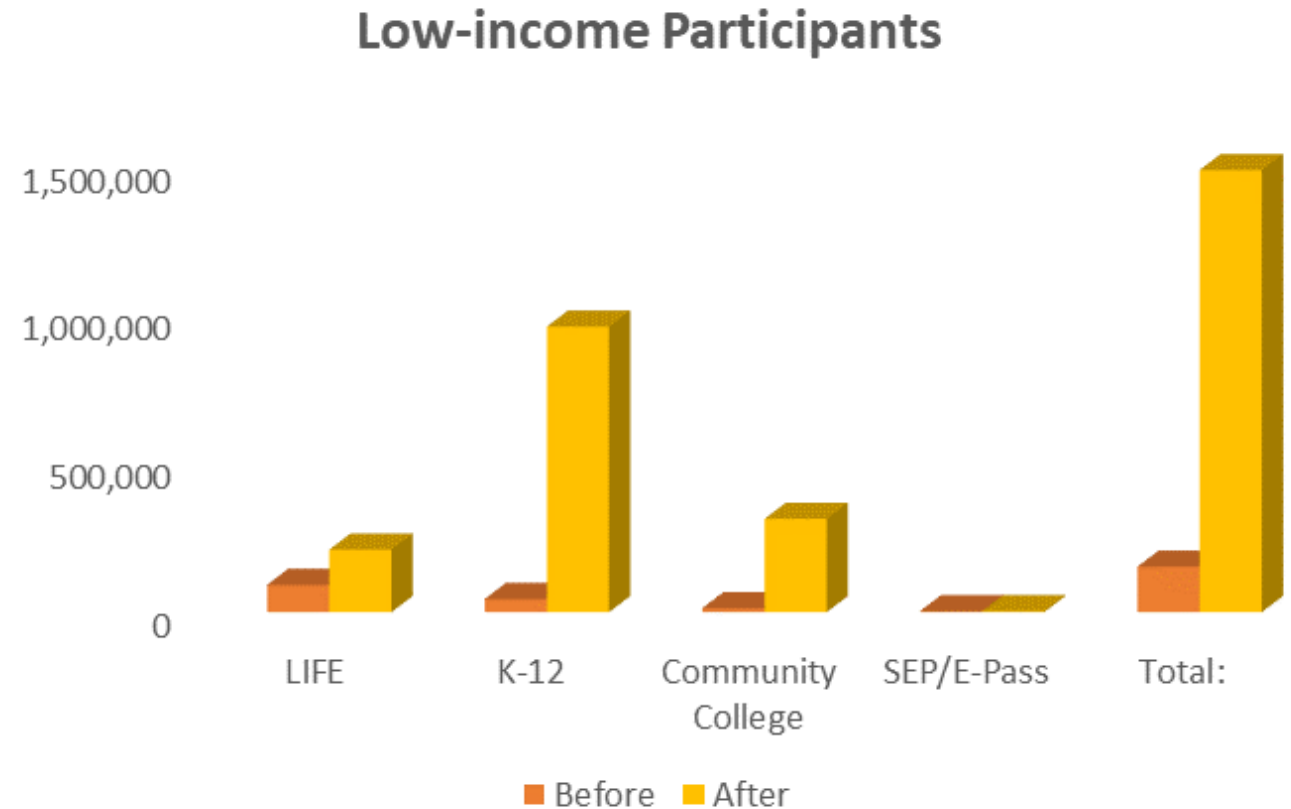
- Low-Income K-12 = 915,176\*
- Low-Income Community College = 299,589\*

## New LIFE Participants After Enhancements

- New LIFE Participants = 118,000\*\*

<b>Existing low-income participants</b>	<b>152,629</b>
<b>Low-income FSI Phase 1</b>	<b>+1,214,765</b>
<b>LIFE expansion</b>	<b>+118,000</b>
<b>Total eligible low-Income</b>	<b>= 1,485,394</b>

- \*If all eligible students participate
- \*\*If all eligible riders participate



# Public Education Campaign: Back On Track: Get Ready to TAP

## Goals

- Raise broad awareness with Metro riders about systemwide changes beginning January 10, 2022, including:
  - Fare collections resume
  - Discontinue rear-door boarding (note: all-door boarding continues to be available on Line 720, 754, Orange and Silver Lines)
  - More frequency and convenience with NextGen implementation - Systemwide service hours restored
  - Improved fare options- discounted passes and LIFE program discounts
- Drive traffic to [metro.net/fares](https://metro.net/fares) for information on all available discounted fare programs, including the six-month half-off passes promotion
- Highlight financial relief initiatives to Metro pass buyers
- Expand LIFE pass program participants with enhanced program discounts

# Public Education Campaign: Back On Track: Get Ready to TAP

## Customer-Facing Messages

We're getting back on track. Get ready to TAP

- Fare collection returns on Metro buses starting January 10, 2022.
- A return to pre-pandemic operating hours offers extended service on bus lines across the system.
- Find out about discounts on fare and passes at [metro.net/fares](https://metro.net/fares).
- Save on Metro passes. Buy monthly, weekly and day passes at huge savings.
- LIFE: We are making it even easier to apply and receive deep discounts on your Metro rides.

# Next Steps

- Staff will formally launch Phase 1 of FSI and continue outreach and planning with school districts, community colleges, and regional and local transit operators
- As a bridge to phase 2 low-income, staff will continue to expand LIFE program participants by partnering with County social service agencies to distribute program information and TAP cards
- Staff will continue advocacy efforts to secure funding for the Phase 2 financial plan, while finalizing administrative strategies for ease of implementation of the Phase 2 pilot
- Staff will report back on a quarterly basis on the status of Phase 1 and 2
- Metro will resume fare collection on January 10, 2022 with 90-days notice and a robust public education campaign



Fareless System Initiative



# Metro's Fareless System Initiative (FSI)

Fareless System Initiative (FSI)  
Monthly Update  
September 2021





# Recommendation

1. RECEIVE AND FILE the FSI funding plan for Phase 1 (K-14) and Phase 2 (low-income riders) pilots (Attachment A) and status report;
2. APPROVE implementation of Phase 1 (K-14); and
3. APPROVE Low Income Fare is Easy (LIFE) improvements (Attachment G).

# Phase 1 K-14 – Cost Sharing

- K-12 cost sharing is \$3 per student per year for all students in district
  - ✓ Two-year cost-sharing revenue estimated at \$4-8 million (12-24% of total)
- 41 out of 87 Districts are interested in participating in program, including LAUSD
  - ✓ Represents 1201 schools, 726,735 students, and cost-sharing revenue of \$2.18M/year
  - ✓ Full cost-sharing for revenue if all 87 districts participate = \$4.2M/year
- Community College cost sharing is \$7 per student per year for all students
- Estimated fare revenue loss for two-year pilot is \$49.9M

# Phase 1 K-14 – Funding Plan

Phase 1 Funding Plan (\$ in millions)	Pilot Year 1	Pilot Year 2	Total
<b>Estimated Costs</b>			
Metro K-12 Students	\$ 7.7	\$ 25.8	\$ 33.5
Countywide Muni/Local K-12 Students	8.2	8.2	16.4
Community College Students <sup>(1)</sup>	-	-	-
<i>Total Estimated Costs</i>	\$ 15.9	\$ 34.0	<b>\$ 49.9</b>
<b>Funding Plan</b>			
<u>Secured</u>			
ARPA Funds <sup>(2)</sup>	\$ 11.7	\$ 29.8	\$ 41.5
Cost Sharing Contracts with K-12 Schools and Community Colleges <sup>(3)</sup>	2.2	2.2	4.4
<u>Unsecured</u>			
Cost Sharing Contracts with K-12 Schools and Community Colleges <sup>(4)</sup>	2.0	2.0	4.0
<i>Total Funding Plan</i>	\$ 15.9	\$ 34.0	<b>\$ 49.9</b>

<sup>(1)</sup> No changes assumed for existing cost sharing agreements with community colleges.

<sup>(2)</sup> Each participating agency will utilize their share of ARPA funding allocations as approved by the Metro Board of Directors at the July 2021 Regular Board Meeting.

<sup>(3)</sup> Ongoing current negotiations with 41 out of 87 K-12 districts interested in the program represent \$2.2 million in annual cost sharing revenues.

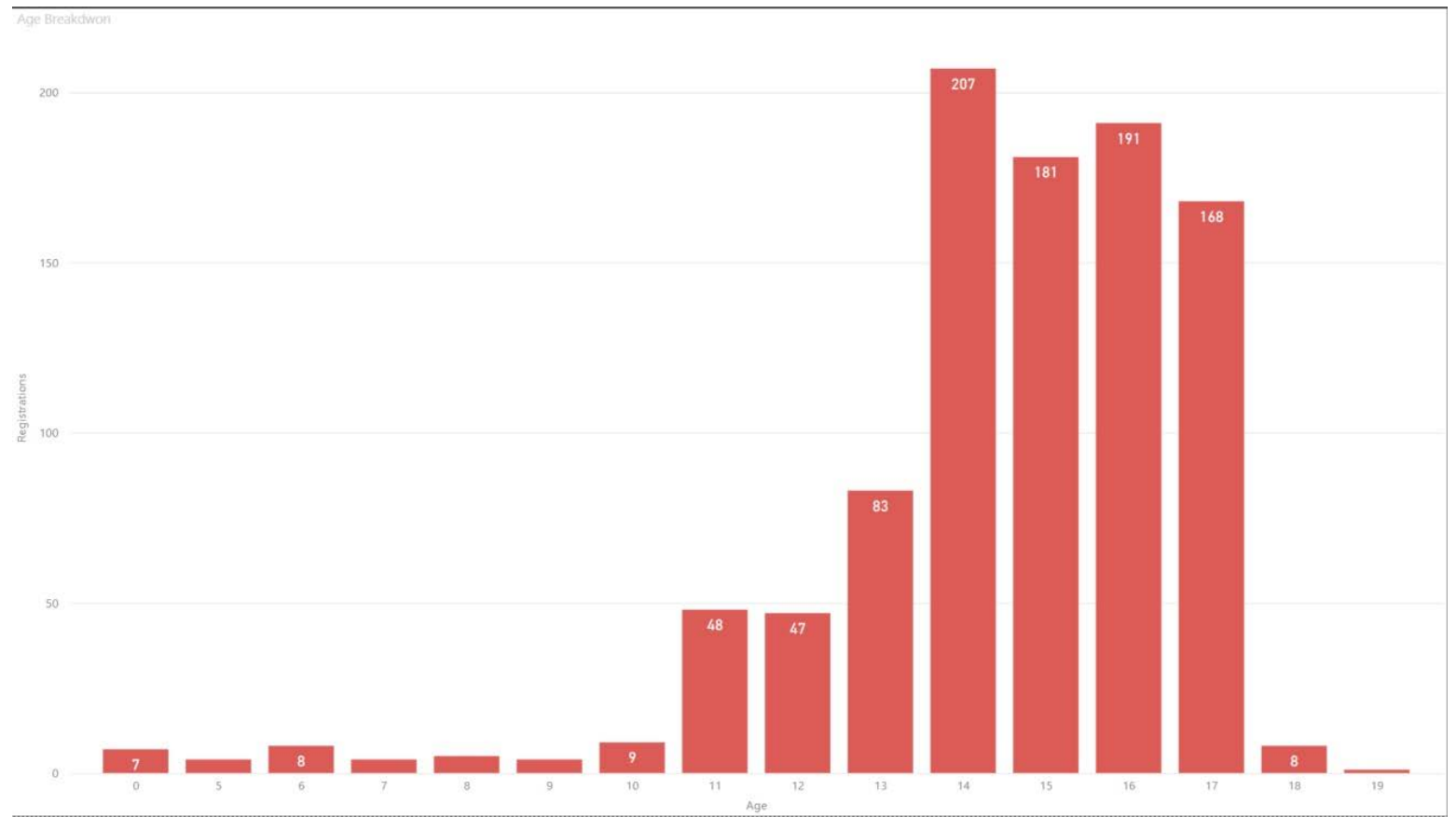
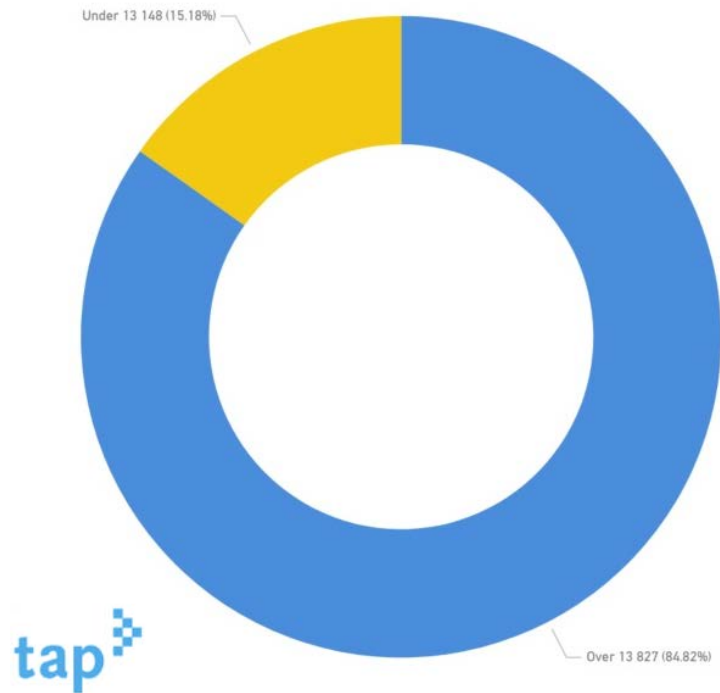
<sup>(4)</sup> If all K-12 districts countywide participate in the program, additional annual revenues are estimated at \$2.0 million.

# Phase 1 K-14 – Testing

- Since August 8<sup>th</sup>, we have launched testing through TAP portal with 3 school districts and 3 charter schools.
- As of 9/7/2021:
  - ✓ 5600 test cards have been distributed
  - ✓ 1,149 cards have been registered in the portal
  - ✓ 613 unique cards have been used on the system
  - ✓ 7,046 boardings have been recorded
- Registration portal created by TAP has run very smoothly with less than 1% errors

# Phase 1 K-14 – Testing (1149 registrants)

Over 13 = 86%  
Under 13 = 14%



Majority of registrants are in the 14-17 age range, followed by 11-13 age range

# Phase 1 K-14 – Testing (1149 registrants)

## Ethnicity Background

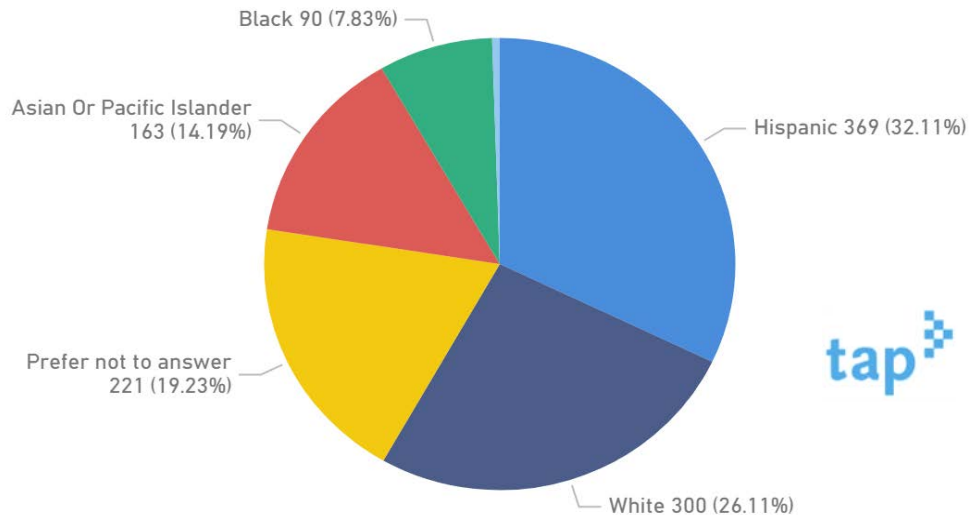
Hispanic = 32%

White = 26%

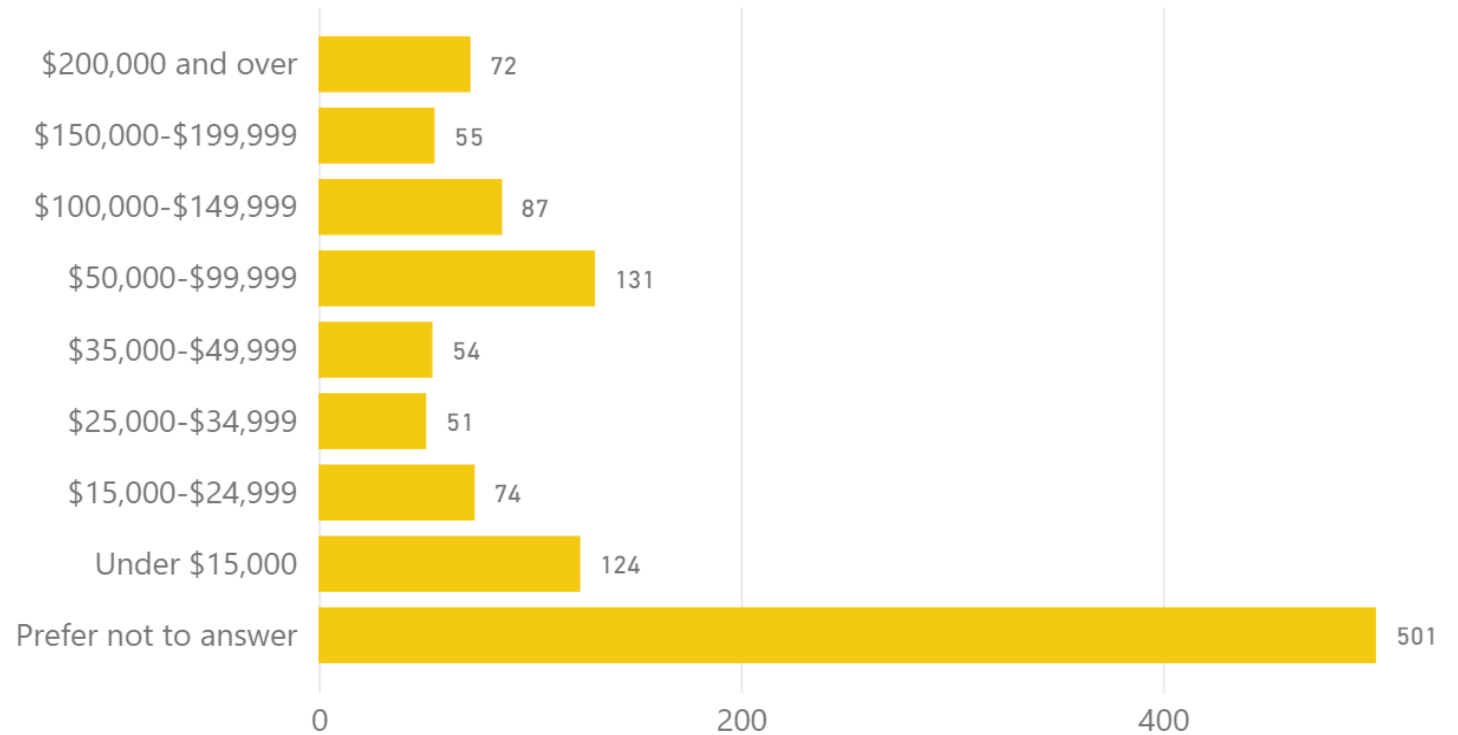
Prefer not to answer = 19%

Asian or Pacific Islander = 14%

Black = 8%



## Registrations by Household Income



Majority (44%) of registrants chose “prefer not to answer”.  
Of 648 responses, 38% under \$35K/yr. year and 47% under \$50K/yr.

# Phase 1 K-14 – Countywide Implementation

## Phase 1 Agreements

- 6 district agreements signed
- Finalizing additional 34 agreements

## Phase 1 Administration

- TAP Registration Portal functioning with very few errors
- TAP Card distribution plan in place

## Phase 1 Marketing

- Web pages updated to reflect testing
- Renaming effort / program materials ready for Oct. 1 launch pending Board approval



# Phase 2 Low-Income – Funding Plan

Phase 2 Funding Plan (\$ in millions)	Pilot Year 1	Pilot Year 2	Total
<b>Estimated Costs</b>			
<u>Metro</u>			
Estimated Fare Revenue Loss	\$ 22.6	\$ 147.4	\$ 170.0
Bond Defeasance	68.0	(12.0)	56.0
Administrative Costs for New Low Income Program	2.0	1.0	3.0
<i>Metro Subtotal</i>	<u>\$ 92.6</u>	<u>\$ 136.4</u>	<u>\$ 229.0</u>
<u>Countywide Municipal &amp; Local Operators</u>			
Estimated Fare Revenue Loss	\$ 24.0	\$ 48.0	\$ 72.0
Additional Costs	46.0	92.0	138.0
<i>Municipal &amp; Local Operators Subtotal</i>	<u>\$ 70.0</u>	<u>\$ 140.0</u>	<u>\$ 210.0</u>
<i>Total Estimated Costs</i>	<u>\$ 162.6</u>	<u>\$ 276.4</u>	<u>\$ 439.0</u>
<b>Funding Plan <sup>(1)</sup></b>			
<u>Secured</u>			
Redirect LIFE Program Revenues to FSI Phase 2 <sup>(2)</sup>	\$ 7.5	\$ 15.0	\$ 22.5
<u>Unsecured</u>			
General Revenues - Bond Defeasance <sup>(3)</sup>	68.0	-	68.0
Potential New Funding	87.1	261.4	348.5
<i>Total Funding Plan</i>	<u>\$ 162.6</u>	<u>\$ 276.4</u>	<u>\$ 439.0</u>

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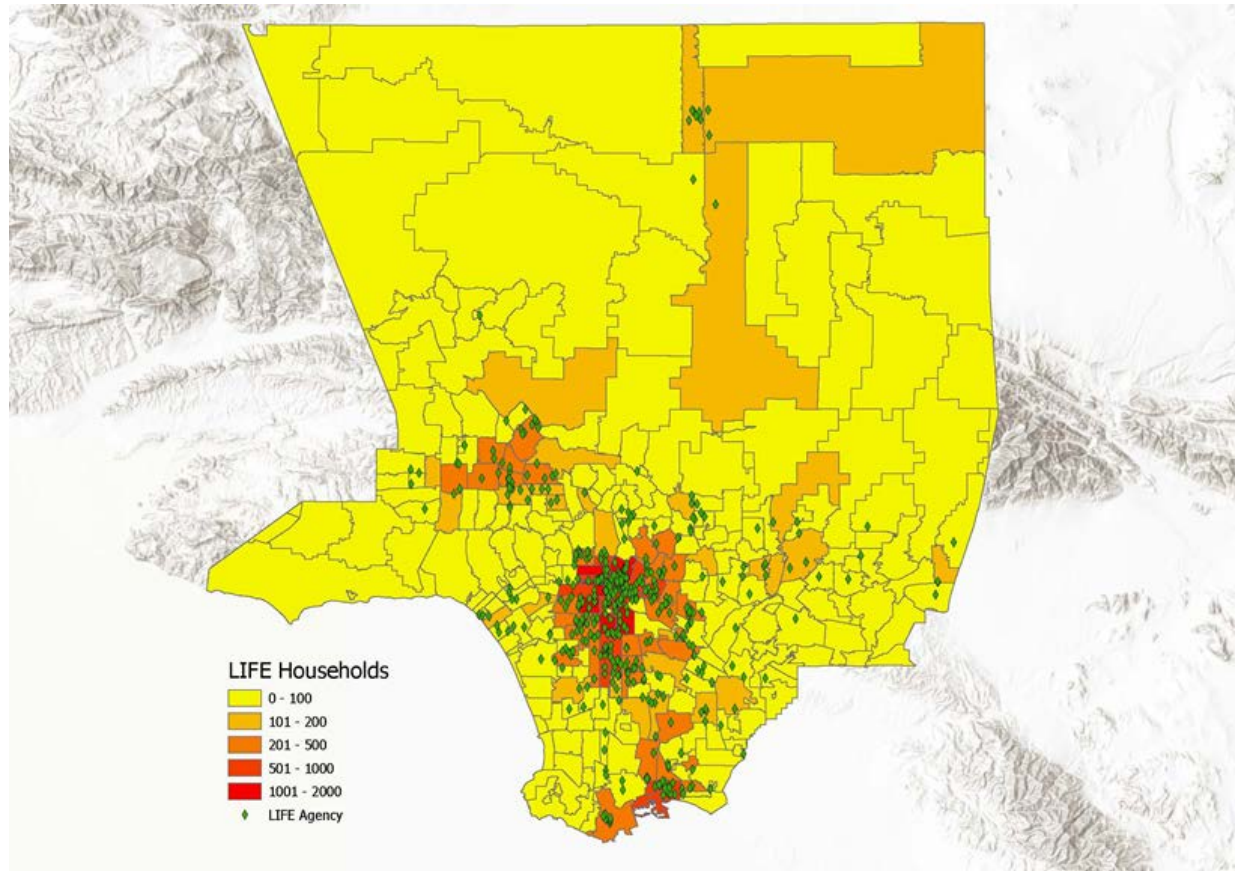
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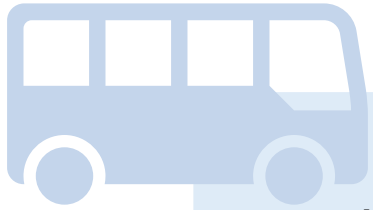
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# Low-Income Enhancements Timeline

## Low-Income Enhancements

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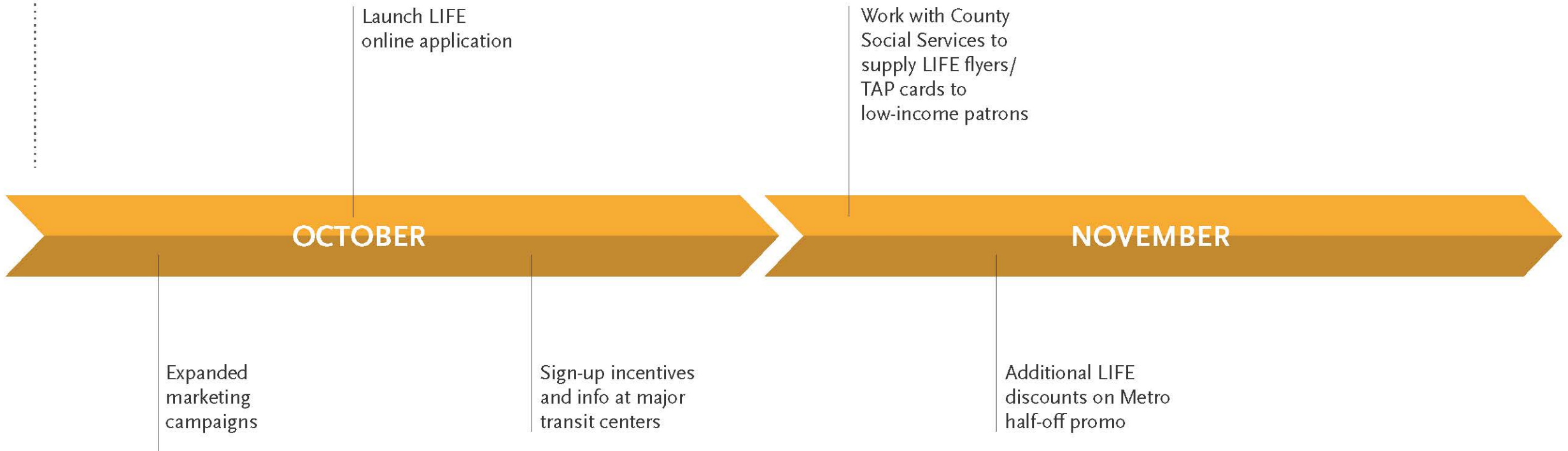
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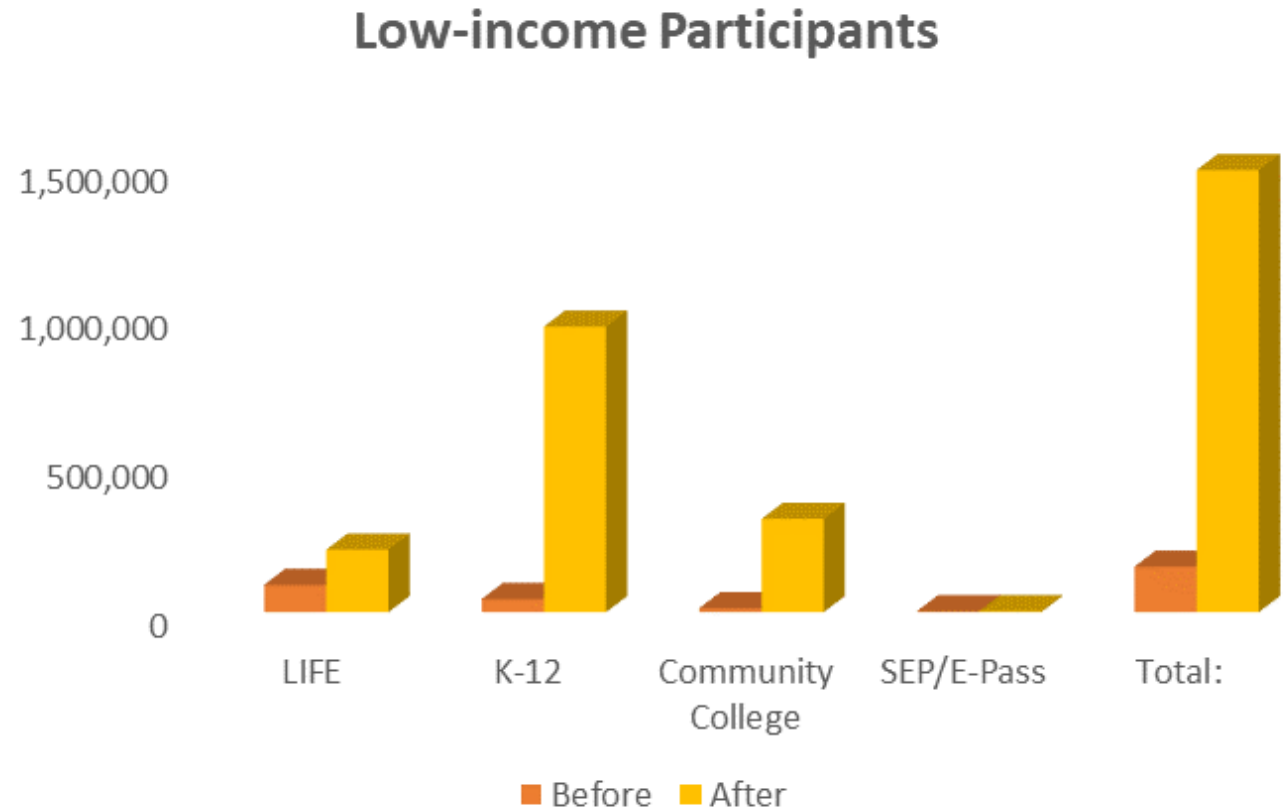
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# Next Steps

- Staff will formally launch Phase 1 of FSI and continue outreach and planning with school districts, community colleges, and regional and local transit operators
- As a bridge to phase 2 low-income, staff will continue to expand LIFE program participants by partnering with County social service agencies to distribute program information and TAP cards
- Staff will continue advocacy efforts to secure funding for the Phase 2 financial plan, while finalizing administrative strategies for ease of implementation of the Phase 2 pilot
- Staff will report back on a quarterly basis on the status of Phase 1 and 2
- Metro will resume fare collection with 30-days notice and a robust public education campaign



Fareless System Initiative





## Board Report

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**File #:** 2021-0538, **File Type:** Informational Report

**Agenda Number:** 36.

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### EXECUTIVE MANAGEMENT COMMITTEE SEPTEMBER 16, 2021

**SUBJECT: 2021 MOVING BEYOND SUSTAINABILITY- STATUS REPORT**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE status report on Moving Beyond Sustainability.

#### **ISSUE**

Per the Metro Board adoption of the agency's ten-year, Sustainability Strategic Plan, *Moving Beyond Sustainability* (MBS), a new bi-annual reporting framework for communicating progress toward achieving the 2030 sustainability goals and targets laid out within the Plan will be followed. This Receive and File report provides the first update summarizing Metro's performance during the 2019 and 2020 calendar years.

#### **BACKGROUND**

Metro's annual data collection and reporting process tracks critical performance metrics used to evaluate program and project effectiveness, as well as to drive efficiency and performance improvements - many of which lead to overall long-term cost savings and community improvements. In addition, Metro uses this data to inform decision making and resource allocation in support of regulatory compliance mandates, construction and operations requirements, Board commitments such as Motion 57, and planning goals via *Vision 2028*, the *Long-Range Transportation Plan* and the *Climate Action and Adaptation Plan*. The annual reporting process is also designed to transparently provide this essential data and information to the public with regard to the agency's sustainability and climate action performance.

In 2020, annual reporting on these achievements was transitioned to the Metro Sustainability Reporting Dashboard, available at <https://sustainabilityreporting.metro.net/>.

#### **DISCUSSION**

##### Findings



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Despite the unprecedented challenges presented by the COVID-19 pandemic and resulting economic shutdown, Metro's work to advance sustainability, environmental equity, climate action and adaptation, and efficient operations resulted in notable achievements and programmatic improvements in calendar year 2020. Metro's efforts across these areas have yielded tangible contributions to community health through improvements in air quality, reductions in energy and water use, waste disposal and greenhouse gas emissions.

Metro's 2020 performance across all sustainability categories was impacted substantively by the COVID-19 pandemic. The pandemic impacted ridership and therefore translated to reductions in resource use. However, the data also indicates that Metro's ongoing investments in efficient resource use and management were impactful, including:

- In 2020 alone, Metro diverted over 98% of its construction waste from landfill, well exceeding our 2030 target diversion rate of 85%.
- Metro reduced total greenhouse gas emissions by over 29% in 2020, constituting a reduction of nearly 96,000 metric tons of carbon dioxide equivalent (MTCO<sub>2e</sub>). A significant component of this reduction is Metro's 100% transition to renewable natural gas for the bus fleets.
- Metro also reduced total criteria air pollutant emissions that are known to be dangerous to human health, such as nitrogen oxides (NO<sub>x</sub>) and particulate matter (PM), through the rollout of near-zero emission engines over the last two years, as well as deployment of electric buses to the Metro G Line (Orange) in 2020.
- Metro continued ensuring the projects we build are sustainable for the benefit of the region by performing climate resilience assessments to mitigate extreme heat for vulnerable communities and a renewable energy assessment to determine the feasibility of solar array installations at facilities.

*Visit the dashboard for more information about our 2020 sustainability performance, including clean energy procurement, Green Bond financing, workforce development and more.*

### Considerations

The recommended action has no direct safety impact. Annual sustainability reporting supports Metro in ensuring current and forthcoming infrastructural and programmatic investments which advance sustainability, increase resilience and enhance safety in our communities are prioritized.

Metro also recognizes the importance of its activities and transportation investments in the overall reduction of regional greenhouse gas emissions. Majority of the metrics outlined in this report are important towards continued sustainability and resiliency of our agency. Metro quantifies its GHG emissions and the benefits of its strategies using the American Public Transportation Association's *Recommended Practice for Quantifying Greenhouse Gas Emissions from Transit (APTA Protocol)*. Metrolink does the same.

The City and County of Los Angeles use the Local Government Operations Protocol and the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) to determine their emissions. They use the information to determine strategies that reduce City of LA and County of LA

overall greenhouse gas emissions.

As Metro's greenhouse gas reduction strategies impact those emissions that are beyond its control, there are also GHG considerations we will explore to ensure that our investments effectively contribute to regional GHG reduction efforts. These include:

1. Metro to continue working with City and County staff in reconciling the greenhouse gas emissions inventory and impacts of our current reduction strategies to the region, since our agency uses a transit-appropriate protocol.
2. Select or develop appropriate methods and tools to quantify the greenhouse gas emissions benefits of Metro activities other than those associated with our fleet that include, for example, construction projects, active transportation, and congestion pricing.

Metro currently reports its GHG inventory and determines the GHG reduction benefits of its strategies through VMT reduction and land-use co-benefits of its investments. Our future reports will include the outcome of the above considerations.

## **EQUITY PLATFORM**

To integrate equity more thoroughly into our planning, the 2020 sustainability performance metrics data was disaggregated, and a geographic assessment of resource use and emissions was performed to examine where resources are being used, where emissions are occurring, and where benefits are being realized. This assessment focused on identifying where benefits are being realized relative to Metro's Equity Focused Communities (EFCs). Below are highlights of Countywide sustainability metrics impacting EFCs.

- **Air Quality:** Metro's electric bus roll-out and the ongoing replacement of older bus engines with new, "near-zero" emission engines are improving air quality across our service territory.
  - The roll-out of electric buses on the G Line in July prevented 9,771 pounds of NOx emissions and 1,168 pounds of PM emissions in the San Fernando Valley in 2020. Of the G Line's 36 stops, 20 (55%) are located in or directly adjacent to EFCs across North Hollywood, Valley Village, Van Nuys, Lake Balboa, Reseda, and Canoga Park.
  - The replacement of bus engines with near-zero emission engines also significantly reduced air pollution in 2020. The two locations with the greatest reductions were Divisions 5 and 18, located in Van Ness and Carson respectively. Across the 22 bus routes served by these two Divisions, 57% of the bus stops are located in EFCs. These buses prevented 12,452 pounds of nitrogen oxide (NOx) emissions across the communities served by these buses, including but not limited to Hyde Park, Inglewood, Florence, Gardena, and Carson.
- **Greenhouse Gas Emissions:** Bus electrification and the fleetwide transition to 100% renewable natural gas (RNG) prevented greenhouse gas emissions across the region. The most significant reductions associated with these efforts were located in the following communities:
  - Reduction of 31,555 metric tons of carbon dioxide equivalent (MTCO<sub>2e</sub>) from the buses located at Division 1 in the Arts District. 53% of the bus stops served by these RNG-

powered buses are located in EFCs, including but not limited to Chinatown, portions of downtown Los Angeles and Boyle Heights.

- Reduction of 25,474 MTCO<sub>2</sub>e from the buses servicing South LA out of Division 5. Over 70% of the bus stops along routes served by Division 5 are located in EFCs, including but not limited to Hyde Park, Leimert Park and Van Ness.
  - Reduction of 20,133 MTCO<sub>2</sub>e from the buses out of Division 3. The EFCs served by these buses include Lincoln Heights, Highland Park, and Echo Park. Based on available data, 54% of the bus stops served by Division 3 are located in EFCs.
- **Sustainable Facility Design and Construction:** Thirteen of Metro's 16 facilities which have either achieved LEED certification of Silver or higher, or are currently undergoing the certification process, are located in and serve EFCs. These state-of-the-art, new facilities support efficient operations, reduce energy and water consumption, ensure continuity of service and provide local aesthetic benefits.
    - Metro's Location 64 <<https://thesource.metro.net/2019/09/30/new-location-64-maintenance-of-way-building-is-now-complete/>> LEED Gold facility located between Downtown Los Angeles and Boyle Heights is a recent success story. The iterative project development process effectively integrated community feedback into the final design by engaging passengers, local artists and community groups who contributed diverse perspectives and vision for the building façade and unique artwork displayed. This process to authentically engage and empower the local community in our work connecting LA County is a best practice.
    - Metro's Location 64 <<https://thesource.metro.net/2019/09/30/new-location-64-maintenance-of-way-building-is-now-complete/>> maintains the Metro B and D Lines, which serve EFCs across Downtown, MacArthur Park, Koreatown, Little Bangladesh, East Hollywood, Little Armenia, Thai Town, Hollywood and North Hollywood. 15 of the 22 total stations (68%) along these two lines are located in EFCs.
  - **Water:** Recent investments in bus wash efficiency upgrades and smart irrigation controllers have significantly contributed to a reduction in Metro's water usage by 11% percent in 2020. As sources for Metro's water supply generally come from outside the region, benefits to local EFCs and/or marginalized communities are indirect, and no direct harms are caused by these strategies.

Many of the areas identified above as receiving the greatest benefits from Metro's sustainability programs are also areas that have high CalEnviroScreen scores for pollution burden, and they also overlap with Equity Focused Communities (EFCs).

Staff will use the results of this assessment to target the planning and implementation of capital and operations projects and programs identified in *Moving Beyond Sustainability* within geographic areas and sociodemographic communities that have historically faced the greatest negative environmental and public health impacts.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This report supports Metro's third, fourth, and fifth Strategic Plan Goals. The strategies and actions outlined in *MBS* and highlighted in this update advocate for equitable access to opportunity in alignment with Metro's Equity Platform (Goal #3). *MBS* establishes the foundation for Metro's sustainability program, which sets the standard for the region and other transit agencies (Goal #4). *MBS* also sets quantifiable targets and timeframe for achieving sustainability along with a robust reporting program to track progress and enhance accountability (Goal #5).

## **NEXT STEPS**

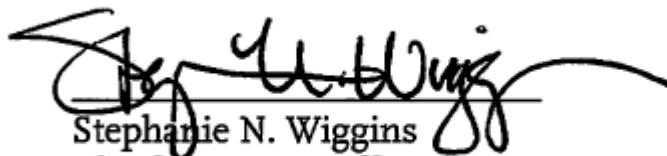
Staff will continue to monitor, evaluate and report on agency-wide sustainability performance on an annual basis in alignment with our APTA and *MBS* commitments. Our sustainability reporting will continue to utilize a data-focused approach which empowers Metro to fulfill compliance requirements and Board commitments such as those of the *CAAP*, while creating an adaptive design framework to guide our work. The resulting performance metrics from this reporting cycle will also be used to inform the prioritization of programs and projects in FY22.

Continued outreach for *MBS* reporting will be conducted through Metro's Sustainability Council and throughout the County with support from our Marketing & Communications department. Staff will also work with the CBO partnering strategy team to share reporting outcomes and foster dialogue with environmental justice communities.

Staff will report back on the steps it will undertake to determine additional regional greenhouse gas emissions benefits from its investments and programs. This includes an addendum to the *MBS* report to address regional greenhouse gas emissions by December 2021.

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Stephanie N. Wiggins  
Chief Executive Officer



# LA Metro Moving Beyond Sustainability Status Report

September 16, 2021

# Status Report Highlights

**Despite the impacts of COVID-19, Metro's work to advance sustainability resulted in notable achievements:**

- Reduced total GHG emissions by over 29% from 2019.
- Reduced total criteria air pollutant emissions by 41% from 2019.
- Conducted climate resilience and renewable energy assessments on over 1,300 assets to ensure sustainability benefits to the region.
- Performed geographic assessment of resource use and emissions to examine where benefits and burdens are being realized relative to Metro's Equity Focused Communities.

# Building on Emissions Framework

- ECSD will build on emissions framework provided in Climate Action and Adaptation Plan (CAAP) and Moving Beyond Sustainability by evaluating Metro's impacts on Countywide VMTs and GHGs in relation to State and regional reduction goals
- December 2021: Emissions Framework Update will outline GHG quantification and possible reduction pathways in existing/planned investments and programs (incl. any that potentially increase GHGs)
  - Continuing inter-agency collaboration on GHG emission reduction strategies (City and County of LA, Caltrans, SCAG, Metro)
  - Alignment of Methodologies and Regional goals



**Metro**

# To be Evaluated: Emissions Impacts

## **Bus and Rail Transit Expansion**

- Measure R & Measure M expansions, expanded programs, partnerships, bold policies

## **NextGen Bus Service**

- Provide faster, more frequent and reliable service, improving transportation equity

## **Travel Pricing Policies & Transportation Demand Management**

- Changing the economics of how people travel. Express Lanes, Fareless System Initiative, Congestion Pricing. Incentives for Telecommuting and Rideshare

## **Active Transportation**

- Bike and ped infrastructure to connect shorter trips, enabling system use for longer trips. Needs a more universal network of safe streets to maximize climate impact.

## **Highways Program**

- Improve GHG and VMT assessments of Highway Projects; VMT mitigation program being developed.





## Board Report

File #: 2021-0522, File Type: Informational Report

Agenda Number: 37.

### EXECUTIVE MANAGEMENT COMMITTEE SEPTEMBER 16, 2021

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

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE the status update on the Project Labor Agreement and Construction Careers Policy programs through the quarter ending June 2021, including updates on female participation and the FTA Pilot Local Hire initiative.

#### **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 an equity platform 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 and an update on FTA Pilot Local Hire Initiative. This report provides an update on the

PLA/CCP through the quarter ending June 2021.

**PLA/CCP Status Update**

As of June 2021, there are twelve active construction contracts with PLA/CCP program requirements. Eleven contractors exceed the 40% Targeted Worker Goal, six contractors exceed the 20% Apprentice Worker Goal, and five contractors exceed 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 June 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	98.33%	59.86%	23.78%	10.33%	3.61% = C	34.60%
Regional Connector Transit Corridor	Regional Connectors, JV	98.28%	61.16%	20.08%	11.08%	4.23% = C	74.43%
Westside Subway Extension Project, Sec 1	Skanska-Taylor-Shea, JV	62.70%	62.03%	20.30%	12.72%	3.64% = C	71.65%
Westside PLE Project, Section 2 – D/B	Tutor Perini/O&G, JV	26.65%	40.06%	14.09%	2.46%	2.98% = D	82.58%
Purple Line Ext. Sec. 3 – Stations Project	Tutor Perini/O&G, JV	3.64%	64.79%	10.18%	0.00%	7.34% = A	0.00%
Purple Line Ex. Sec 3 – Tunnels Project	Frontier Kemper/Tutor Perini Corp.	43.13%	36.96%	11.29%	1.74%	4.14% = C	68.47%
Soundwall #11 Construction	Powell Constructors, Inc.	95.88%	41.57%	17.46%	9.44%	0.48% = F	51.09%
Willowbrooks/Rosa Parks Station Improv.	Icon-West, Inc	99.16%	66.50%	24.54%	9.72%	1.41% = F	49.86%
Div 1 Maint. & Trans. Bldg Renovation	AP Construction, Inc.	98.84%	57.74%	26.20%	13.15%	1.41% = F	27.01%
Roof Replacement at Div. 11 & 22	Achico Design Inc.	91.57%	47.90%	35.38%	14.51%	1.01% = F	45.60%
Div 20 Portal Widening Turnback Project	Tutor Perini Corp.	24.53%	41.45%	17.77%	0.13%	2.86% = D	0.00%
Metro Center St. Project	SJ Amoroso Construction	11.77%	63.39%	7.29%	0.00%	8.12% = A	0.00%

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**

The average female participation on Metro construction projects is at 3.65% 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%.

However, staff understand 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 850 female workers have worked on Metro's active construction projects.

Although, Metro's is behind on the female participation goal of 6.9%, 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.
- 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.
- 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.

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

- In the process of establishing a female centric apprenticeship boot-camp with Laborers Union (Local 300). Females interested in starting a career in construction will be fast-tracked with Local 300 and referred to Metro contractors for employment. Laborers are the most widely used trade on Metro projects, thus allowing for a higher level of opportunities.

- Discussion with IBEW (Local 12) regarding the opportunity to prioritize females into their apprenticeship program. Upon acceptance and completion of the apprenticeship program, females will be referred on Metro's construction projects for employment.
- Establishing a coordination meeting with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC) and their new Executive Secretary focusing on increasing female participation in the construction industry to include prioritizing and dispatching female workers on Metro construction projects.
- 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. The most recent WBMLA was held on August 19, 2021.
- Collaborate with Women in Non-Traditional Employment Role (WINTER) in seeking grant opportunities to help empower, train, educate and prepare women for transformative careers in the construction industry.

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.

### **FTA Pilot Local Hire**

The Federal Transit Administration (FTA) has announced an initiative to permit FTA recipients and subrecipients to utilize geographic, economic, or other hiring preferences on FTA-funded construction projects. Recipients and subrecipients that intend to utilize geographic labor hiring preference, economic-based labor hiring preferences and other labor hiring preferences for construction contracts must receive approval from their FTA Regional Office prior to advertising contracts that include specifications with such preference.

This initiative will be carried out as a pilot program for a period of four years effective May 21, 2021, through May 21, 2025 (unless extended) under authority provided in the Consolidated Appropriations Act 2021, the Federal grants management regulation, and a recent Office of Management and Budget Memorandum (March 19, 2021).

The purpose of this pilot program is to provide flexibility to utilize hiring preferences to promote equitable creation of employment opportunities and workforce development activities, particularly for economically or socially disadvantaged workers, while evaluating the impact of such preferences on full and open competition and project delivery.

In addition, the FTA Pilot Local Hire initiative, through EO11246, provides training opportunities for local females interested in starting a career in construction and assists in finding meaningful employment.

Metro previously implemented a Local Hire Pilot Program on three construction contracts, as shown below. The Federal government subsequently rescinded the Local Hire Pilot Program in October 2017.

Project Name (Subject to Pilot Local Hire)	Project Completion	Local Hire Attainment (40% goal)	Apprentice Worker Attainment (20% goal)	Disadvantaged Worker Attainment (10% goal)	Female Participation Attainment (6.9% goal)	Status
Westside Purple Line Ext. Sec 2	26.65%	40.71%	14.09%	2.46%	2.98%	On going- projected to attain goal by 2022
WPLE Section 3 – Tunnels	43.13%	36.96%	11.29%	1.74%	4.14%	On going – projected to attain goal by 2022
Southwestern Yard – Division 16	100%	49.23%	29.88%	10.20%	4.19%	Completed/Closed

Accordingly, staff is able to quickly and effectively implement local hiring provisions due to our past experience and the flexibility embedded in the Board-approved Project Labor Agreement and Construction Careers Policy.

**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 \$390 million in wages have been paid to individuals residing in economically disadvantaged areas and over \$70 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.

**NEXT STEPS**

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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

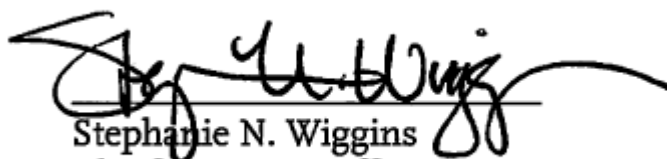
Attachment B - Women in the Trades Resource Guide

Prepared by: Angela Scott, Senior DEOD Representative (213) 922-1028

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Miguel Cabral, Executive Officer, DEOD (213) 418-3265

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



Stephanie N. Wiggins  
Chief Executive Officer

**WIN-LA**

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# PLA/CCP



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

June 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.

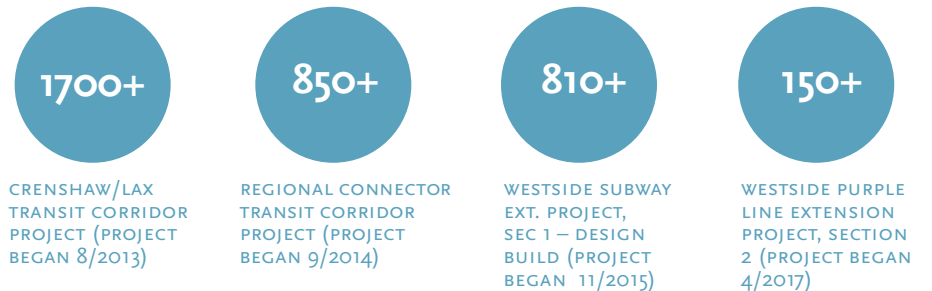
## Figures at a Glance

### PLA CONTRACTS – INCEPTION TO DATE

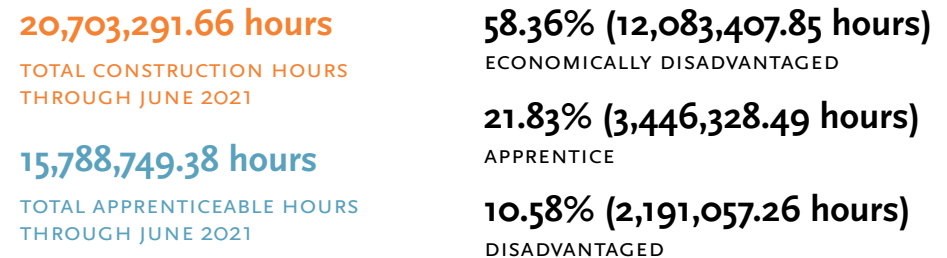


\*Two projects have been awarded but have not yet started.

### APPRENTICE WORKERS



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



## 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.



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.

### 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 3.65%.

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.

ACTIVE PROJECTS	PRIME CONTRACTOR	GRADE	%
Metro Center Street Project Design/Build	Amoroso Construction Co., Inc.	A	8.12%
Purple Line Extension, Section 3 – Stations Design/Build	Tutor Perini/O&G, JV	A	7.34%
Regional Connector Transit Corridor Design/Build	Regional Connector Constructors, JV	C	4.23%
Purple Line Extension, Section 3 – Tunnel Project D/B	Frontier Kemper/Tutor Perini, JV	C	4.14%
Westside Subway Extension Project, Section 1 – Design/Build	Skanska, Traylor, Shea, JV	C	3.64%
Crenshaw/LAX Transit Corridor	Walsh/Shea Corridor Constructors	C	3.61%
Westside Purple Line Extension Project, Section 2 – Design/Build	Tutor Perini/ O&G, JV	D	2.98%
Division 20 Portal Widening Turnback	Tutor Perini Corp	D	2.86%
Metro Div 1 Maintenance & Transportation Bldg. Renovation	AP Construction, Inc.	F	1.41%
Willowbrook/Rosa Parks Station Improvements	Icon-West	F	1.41%
Roof Replacement Project at Metro Div 11 & 22	Archico Design Build Inc.	F	1.01%
Soundwall #11 Construction	Powell Constructors, Inc.	F	0.48%

- **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 Score Card detail summary, visit [metro.net/pla](http://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	98.33%	59.86%	23.78%	10.33%	34.60%
Regional Connector Transit Corridor Design/Build	98.28%	61.16%	20.08%	11.08%	74.43%
Westside Subway Extension Project, Section 1 – Design/Build	62.70%	62.03%	20.30%	12.72%	71.65%
Westside Purple Line Extension Project, Section 2 – Design Build	26.65%	40.06%	14.09%	2.46%	82.58%
Purple Line Extension, Section 3 – Tunnel Project D/B	43.13%	36.96%	11.29%	1.74%	68.47%
Purple Line Extension, Section 3 – Stations Project D/B	3.64%	64.79%	10.18%	0.00%	0.00%
Soundwall #11 Construction	95.88%	41.57%	17.46%	9.44%	51.09%
Willowbrook/Rosa Parks Station Improvements	99.16%	66.50%	24.54%	9.72%	49.86%
Metro Div 1 Maintenance & Transportation Bldg Renovation	98.84%	57.74%	26.20%	13.15%	27.01%
Roof Replacement Project at Div 11 & 22 D/B	91.57%	47.90%	35.38%	14.51%	45.60%
Division 20 Portal Widening Turnback	24.53%	41.43%	17.77%	0.13%	0.00%
Metro Center Street Project D/B	11.77%	63.39%	7.29%	0.00%	0.00%

\*Project hours increased from added scope of work.

Data through June 2021

## Metro is building the workforce of tomorrow.

Metro's PLA/CCP facilitates new training and apprenticeship opportunities for workers across the region. These programs also help those who reside in economically disadvantaged areas to find jobs and training opportunities on Metro projects.

Here's a look at just a few of the workers who have found success working on PLA and Measure R projects:



### 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.



### 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."

## 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	GOAL
							28.30% MINORITY	6.90% FEMALE
Crenshaw/LAX Transit Corridor	11.26%	1.48%	20.76%	63.03%	0.79%	2.68%	76.56%	3.61%
Regional Connector Transit Corridor Design/Build	5.80%	0.88%	21.04%	64.79%	0.79%	6.70%	72.26%	4.23%
Westside Subway Extension Project, Section 1 – Design/Build	9.03%	1.70%	21.89%	61.88%	0.49%	5.02%	73.10%	3.64%
Westside Purple Line Extension Project, Section 2 – Design/Build	5.56%	1.60%	24.17%	63.89%	1.13%	3.65%	72.18%	2.98%
Purple Line Extension Project, Section 3 – Tunnel Project D/B	5.09%	0.58%	27.77%	60.91%	1.57%	4.08%	68.15%	4.14%
Purple Line Extension Project, Section 3 – Stations Project D/B	1.02%	3.91%	21.75%	71.93%	0.00%	1.39%	76.86%	7.34%
Soundwall #11 Construction	3.46%	0.02%	12.54%	79.45%	0.00%	4.53%	82.93%	0.48%
Willowbrook/Rosa Parks Stations Improvements	3.69%	2.11%	16.26%	69.34%	0.06%	8.54%	75.20%	1.41%
Metro Div 1 Maintenance & Transportation Bldg. Renovation	4.35%	0.00%	1.89%	56.16%	0.34%	37.25%	60.85%	1.41%
Roof Replacement Project Div 11 & 22	2.54%	1.87%	6.57%	83.22%	0.00%	5.80%	87.63%	1.01%
Division 20 Portal Widening Turnback	3.97%	0.71%	30.32%	62.18%	0.41%	2.42%	67.27%	2.86%
Metro Center Street Project D/B	13.18%	3.33%	41.41%	41.00%	0.00%	1.07%	57.51%	8.12%

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 June 2021





### Jenna Dorrough

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



### 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.



### 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."



### Marelly Mendoza

Marelly 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. Marelly'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

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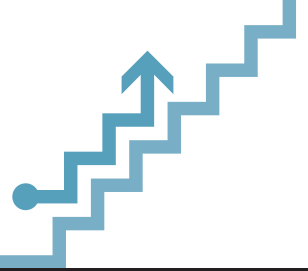
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WORKFORCE INITIATIVE NOW  
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# PLA/CCP



## 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 MC<sub>3</sub> 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="https://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*  
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213.922.6387

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Project Labor Agreement (PLA)/  
Construction Careers Policy (CCP) Report  
Executive Management Committee Item No.  
September 16, 2021

# PLA/CCP Program Achievements

- **Attainment - Program Inception to June 2021**
  - 58.36% Economically Disadvantaged
  - 21.83% Apprentice
  - 10.58% Disadvantaged
- >\$309 Million paid to Targeted Workers \*
  - \$70 Million paid to Disadvantaged Workers \*
  - \$111 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)

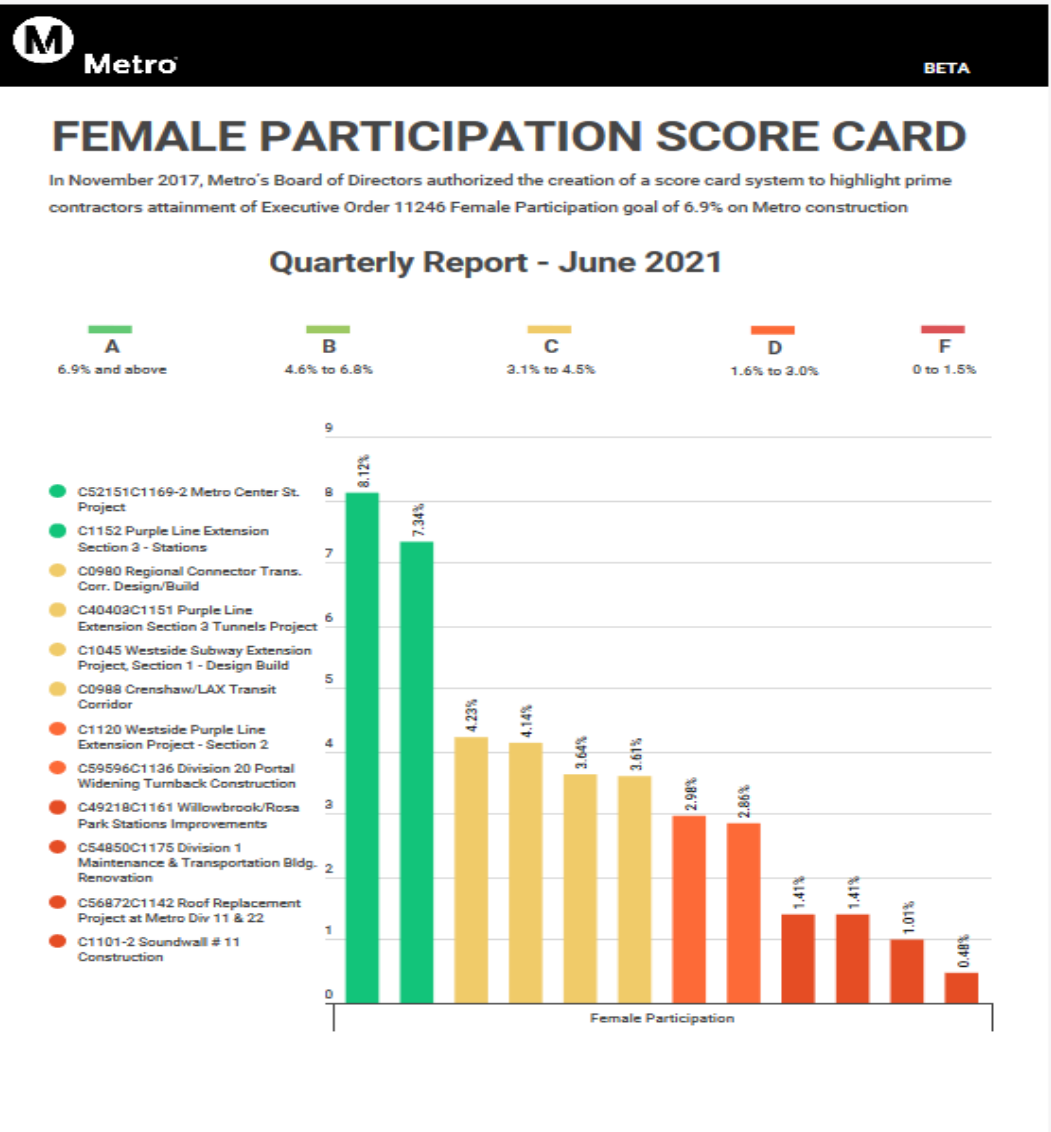
(Workers may fall into multiple categories)



**Metro**

# Female Participation Score Card

- ❖ Overall female participation attainment is 3.65%
- ❖ Highest rating as of FY21 Q4 reporting is A grade



# Women in the Trades Action Plan

- In the process of establishing a female centric apprenticeship boot-camp with Laborers Union (Local 300).
- Discussion with IBEW (Local 12) & Southwest Regional Council of Carpenters regarding the opportunity to prioritize females into their apprenticeship program.
- Collaborate with Women in Non-Traditional Employment Role (WINTER) in seeking grant opportunities to help empower, train, educate and prepare women for transformative careers in the construction industry.
- Consistently support the Women Build Metro LA (WBMLA) events.
- Establishing a coordination meeting with the Los Angeles/Orange County Building and Construction Trades Council (LAOCBTC) and their new Executive Secretary.

# **Mr. Chris Hannan**

Executive Secretary  
Los Angeles/Orange Counties  
Building & Construction  
Trades Council AFL-CIO

# Females in Construction Highlights

Video link [here](#)





Thank you



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