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**Agenda - Final**

**Thursday, February 16, 2023**

**9:00 AM**

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## **Executive Management Committee**

*Ara J. Najarian, Chair*

*Janice Hahn, Vice Chair*

*Kathryn Barger*

*Karen Bass*

*James Butts*

*Hilda Solis*

*Gloria Roberts (Interim), non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

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

**PUBLIC INPUT**

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

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

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

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

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

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

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

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**Live Public Comment Instructions:**

Live public comment can only be given by telephone.

The Committee Meeting begins at 9:00 AM Pacific Time on February 16, 2023; you may join the call 5 minutes prior to the start of the meeting.

Dial-in: 888-251-2949 and enter  
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***Public comment will be taken as the Board takes up each item. To give public comment on an item, enter #2 (pound-two) when prompted. Please note that the live video feed lags about 30 seconds behind the actual meeting. There is no lag on the public comment dial-in line.***

**Instrucciones para comentarios publicos en vivo:**

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

La Reunion de la Junta comienza a las 9:00 AM, hora del Pacifico, el 16 de Febrero de 2023. Puedes unirse a la llamada 5 minutos antes del comienzo de la junta.

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**Written Public Comment Instruction:**

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

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

- 10. SUBJECT: MEASURE M 3% LOCAL CONTRIBUTION GUIDELINES REVISIONS** [2022-0828](#)

**RECOMMENDATION**

ADOPT revised Measure M Guidelines, Section VIII - 3% Local Contribution to Major Transit Projects (Attachment A).

**Attachments:** [Attachment A - Measure M 3% Local Contribution Guidelines Final Revisions](#)  
[Attachment B - Summary of Public Comments Received](#)  
[Presentation](#)

(ALSO ON PLANNING AND PROGRAMMING COMMITTEE)

- 10.1. SUBJECT: MEASURE M 3% LOCAL CONTRIBUTION GUIDELINES REVISIONS MOTION** [2023-0104](#)

**RECOMMENDATION**

APPROVE Motion by Directors Hahn, Dutra, Butts, and Sandoval that the Board direct the Chief Executive Officer to make the following revisions to the proposed Local Contribution guidelines:

- A. Add language to allow cost-sharing, so that jurisdictions who have qualifying first-/last-mile or in-kind improvements, but do not have a 3% local contribution requirement, can credit those investments they make toward neighboring jurisdictions' 3% local contribution obligations;
- B. Provide jurisdictions with maximum flexibility in all sources of funding for first-/last-mile investments by striking the words "non-Metro" from the first sentence in the "Eligible Funds" section, so that Metro competitive grants may also be an eligible fund source to make qualifying investments, which would be consistent with grant-making policy such as Federal and State funds where local match must come from sources other than those Federal and State funds;
- C. Evaluate a way to exclude the costs associated with regionally significant project elements - such as a new I-105 C Line station on the C Line (Green) or a maintenance and storage facility on the Gold Line Eastside Phase 2 - from the total project's cost's 3% local contribution calculation;
- D. Clarify the local contribution obligation responsibility for any future station, such as a Rio Hondo Confluence Station, that is not part of a project's 30% design but may be added at a later date, to ensure that

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any 3% obligation for any such station will be borne solely by the jurisdiction(s) in which it is located;

- E. Confirm that qualifying first-/last-mile investments and in-kind contributions shall be considered eligible to credit toward a jurisdiction's 3% local contribution obligation, even if implemented prior to 30% design; and,
- F. Report back to the Board in no more than 120 days on the above requests, including a fact sheet for affected cities.

**13. SUBJECT: TRANSIT AND INTERCITY RAIL CAPITAL PROGRAM  
CYCLE 6 GRANT AWARDS FOR EXISTING PROJECTS**

[2023-0064](#)

**RECOMMENDATIONS**

RECEIVE AND FILE the results of Transit and Intercity Rail Capital Program (TIRCP) Cycle 6 grant awards for "Existing TIRCP Projects Leveraging Federal & Local Funds Reserve" made by the California State Transportation Agency (CalSTA).

**14. SUBJECT: BUS SENSOR TECHNOLOGY MOTION**

[2023-0102](#)

**RECOMMENDATION**

APPROVE Motion by Directors Hahn, Horvath, Mitchell, Solis, and Krekorian that the Board direct the Chief Executive Officer to report back in June 2023 with recommendations on these new safety features and the feasibility of (1) incorporating them into new bus procurements, (2) installing them into our existing bus fleets, in order to reduce pedestrian collisions and to ensure that bus operators are alerted in the event of a pedestrian-involved collision, and (3) exploring other emerging collision avoidance technologies, pursuant to Metro's Street Safety Data Sharing and Collaboration Policy and Action Plan.

**15. SUBJECT: CREATING A COMMUTER RAIL STATION IN THE CITY OF  
PICO RIVERA MOTION**

[2023-0103](#)

**RECOMMENDATION**

APPROVE Motion by Directors Hahn, Najarian, and Dutra that the Board direct the Chief Executive Officer to work with the Cities of Pico Rivera and Commerce, the Southern California Regional Rail Authority (Metrolink), California High Speed Rail Authority (HSR), Amtrak (LOSSAN), and freight rail operators to conduct a feasibility study and strategic plan for a new commuter rail station within the City of Pico Rivera along the Los Angeles-to-Anaheim rail corridor. The study shall include, but not be limited to the following elements:

- A. Existing and planned land-use and transportation conditions that would best support a new commuter rail station in Pico Rivera;

- B. A rough order of magnitude cost estimate and potential funding sources for a new station in Pico Rivera including elements such as planning and design, right-of-way, environmental, construction, and maintenance costs; and,
- C. The mechanism to include a new commuter rail station in Pico Rivera within the Southern California Association of Government's (SCAG) Regional Transportation Plan/Sustainable Community Strategy.

We, further, move that the CEO report back to the Board within 90 days with initial findings and next steps for the above-requested items.

**16. SUBJECT: STATE AND FEDERAL REPORT** [2023-0025](#)

**RECOMMENDATION**

RECEIVE AND FILE February 2023 State and Federal Legislative Report.

**17. SUBJECT: METRO EQUITY PLATFORM UPDATE** [2022-0490](#)

**RECOMMENDATION**

RECEIVE AND FILE a status report on implementation of the Metro Equity Platform.

**Attachments:** [Attachment A - Equity Platform Overview](#)  
[Attachment B - Advisory Body Member Demographics](#)  
[Attachment C - CBO Partnering Strategy](#)  
[Presentation](#)

**SUBJECT: GENERAL PUBLIC COMMENT** [2023-0069](#)

RECEIVE General Public Comment

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

**COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S SUBJECT MATTER JURISDICTION**

**Adjournment**



## Board Report

File #: 2022-0828, File Type: Policy

Agenda Number: 10.

**PLANNING AND PROGRAMMING COMMITTEE  
FEBRUARY 15, 2023  
EXECUTIVE MANAGEMENT COMMITTEE  
FEBRUARY 16, 2023**

**SUBJECT: MEASURE M 3% LOCAL CONTRIBUTION GUIDELINES REVISIONS**

**ACTION: APPROVE RECOMMENDATIONS**

### **RECOMMENDATION**

ADOPT revised Measure M Guidelines, Section VIII - 3% Local Contribution to Major Transit Projects (Attachment A).

### **ISSUE**

In August 2022, the Board directed Metro staff to release the draft revised Measure M Guidelines, Section VIII - 3% Local Contribution to Major Transit Projects (Guidelines) for a 60-day public comment period (File# 2022-0445). Several comments were received that resulted in minor changes to the Guidelines. Staff is seeking Board approval of the revised Guidelines.

### **BACKGROUND**

The Measure M Ordinance (Ordinance) requires local jurisdictions to pay three percent (3%) of the total cost of new major rail projects. The Measure M Guidelines adopted by the Board in 2017 (File# 2017-0280) guide Metro's implementation of this requirement. Noting a discrepancy, in April 2022, the Board requested that staff revise the Guidelines to be consistent with the Ordinance, modify two aspects of the calculation, and clarify and provide additional flexibility on sources available to jurisdictions to satisfy the 3% contribution (File# 2022-0258). Metro made the draft Guideline revisions available for public comment and now recommends that the Board adopt the final revised Guidelines.

### **DISCUSSION**

Metro released the draft Guideline revisions for public review on August 26, 2022. Some revisions reflect procedural changes from the 2017 Guidelines. These include modifying the contribution allocation approach, excluding First/Last Mile (FLM) expenses incurred by jurisdictions from the total project cost, and providing credit for FLM expenses in situations when Metro is withholding local return funds. Other minor revisions clarified existing procedures for applying the 3% contribution



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requirement to phased projects and allowing subregional investments as in-kind contributions. Metro advertised the public comment opportunity via mass email, The Source article, and an announcement at the Metro Technical Advisory Committee. Comments were accepted until October 26, 2022 (with one comment arriving on October 27<sup>th</sup> that was accepted).

Six comment letters were received, including five from local cities and one from a Council of Governments. The comments and responses have been summarized in Attachment B. Most commenters expressed a general concern that the 3% contribution requirement will have a burdensome long-term financial impact on their city. While the cost to jurisdictions is significant, the rationale for the contribution is that local communities with a rail station receive a direct benefit due to the increased access to high quality transit service that is above and beyond the project's benefit to the County as a whole. The benefit is expected to outweigh the cost. Metro is committed to continuing to work with jurisdictions to find creative and flexible solutions to satisfy the requirement. Metro considered all comments carefully, and several specific issues arose.

Regarding the eligible funding sources available to satisfy the 3% contribution, commenters requested additional discussion about in-kind contributions and subregional investments. Metro recommends creating additional guidance and procedures apart from the Guidelines for evaluating these broad categories of contributions. This will allow Metro and jurisdictions the most flexibility when considering whether a proposed contribution adds value to the Metro project. Metro has drafted a detailed procedure and plans to solicit feedback from jurisdictions following internal approvals. This procedure could be used to evaluate a range of possible in-kind contributions, including several specific projects that cities proposed in their comments. However, conducting such an evaluation within the Guidelines could be misleading since an eligible contribution for one project (e.g., parking) may not provide the same or any value to another project. In addition, Metro guidance in this area may apply to projects outside of Measure M. In-kind contributions must reduce the overall cost of the project, with examples such as exercising franchise agreements for utility relocations and expedited third party processes for completing work within the public right-of-way being effective ways to contribute but also produce both overall schedule and cost savings.

Also on eligible funding sources, one commenter suggested that in-kind contributions be added to FLM investments as an option for cities to receive credit in scenarios where Metro withholds up to 15 years of local return. This approach is allowable under the Ordinance and would yield contributions that directly offset Metro capital project costs. One risk is that it could increase administrative costs, compared with accepting a cash contribution, for Metro staff to oversee the successful performance of in-kind contributions. However, Metro expects those costs to be minimal. And under some scenarios, e.g., where a City prefers not to implement FLM projects, credit for in-kind contributions could positively affect Metro project finances. For these reasons, plus the benefit to jurisdictions gaining additional flexibility to meet their required contributions, Metro recommends allowing this flexibility, as reflected in the final revised Guidelines.

Separately, several commenters requested additional detail on Metro's timeline and process for implementing the 3% contribution requirement. These elements remain unchanged and are already included in Metro's publicly available Measure M Administrative Procedures. Briefly, Metro conducts outreach with potentially affected jurisdictions prior to producing a project cost estimate based on 30% design. This cost becomes the basis for calculating the 3% contribution, which is then allocated

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to jurisdictions based on the track mileage formula in the Ordinance. Metro will notify the jurisdiction, then the Metro Board, of the estimated contribution and will then work with the jurisdiction to execute a 3% contribution agreement prior to issuing a notice to proceed for the construction phase of the project.

Several minor changes resulted from comments as noted in the attached summary table, mainly to clarify phrasing.

Metro staff will continue working closely with cities and the county to implement the 3% contribution requirement and will finalize and publish the revised Guidelines following Board approval.

### **DETERMINATION OF SAFETY IMPACT**

The proposed approval will not have any adverse safety impacts on employees or patrons.

### **FINANCIAL IMPACT**

Approving the recommendations will have no impact on the FY 2022-23 Budget.

### **EQUITY PLATFORM**

The substantive changes resulting from this action include expanding credit for FLM improvements and excluding FLM costs from the “total project cost”. These changes will result in a financial benefit and increased flexibility for jurisdictions with a 3% contribution, including some with Equity Focus Communities. The remainder of the revisions to the Guidelines clarify existing practices and enhance consistency of current policy with the Measure M Ordinance, and therefore have no impact on equity opportunities. The 3% local contribution is one of the financial resources supporting Metro’s major rail transit projects program in the Measure M Expenditure Plan. These projects will benefit communities by adding new high-quality reliable transit services, many of which will increase mobility, connectivity, and access to opportunities for historically underserved and transit-dependent communities. Metro will continue to conduct outreach and provide technical assistance on the 3% contribution requirement to affected jurisdictions, including assisting with identifying viable financing strategies. Staff will also analyze how each project might impact equity and Equity Focused Communities. These analyses will be included in future Board items (e.g. notifying the Board of the 3% contribution amount by jurisdiction based on 30% design) on a project-by-project basis.

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

The recommendation supports the following strategic plan goals identified in Vision 2028: Goal 1: Provide high-quality mobility options that enable people to spend less time traveling, Goal 3: Enhance communities and lives through mobility and access to opportunity and Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization.

### **ALTERNATIVES CONSIDERED**

The Board could elect not to adopt the final revised Guidelines. This is not recommended as the

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proposed revisions resulted from Board direction and will ensure consistency between Metro's published guidance and the Measure M Ordinance.

### **NEXT STEPS**

The final revised Guidelines will be posted on the Metro website, and Metro will continue to engage with affected jurisdictions on the 3% contribution requirement.

### **ATTACHMENTS**

Attachment A - Measure M 3% Local Contribution Guidelines Final Revisions

Attachment B - Summary of Public Comments Received

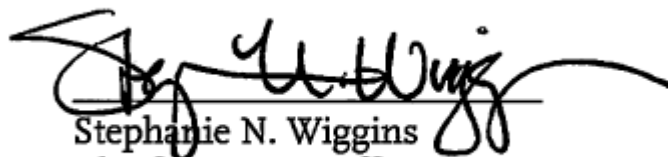
Prepared by: Adam Stephenson, Senior Director, Countywide Planning & Development, (213) 547-4322

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Reviewed by: James de la Loza, Chief Planning Officer, (213) 922-2920



Stephanie N. Wiggins  
Chief Executive Officer

**REVISED MEASURE M GUIDELINES, SECTION VIII. 3% LOCAL CONTRIBUTION TO MAJOR TRANSIT PROJECTS**

*The following shall replace Section VIII. in its entirety.*

**INTRODUCTION**

The Measure M Ordinance includes a provision for 3% local contribution to major rail transit capital projects. The rationale for the contribution is that local communities with a rail station receive a direct benefit due to the increased access to high-quality transit service that is above and beyond the project's benefit to the County as a whole. Countywide, the 3% local funding contribution represents ~~approximately~~ more than \$1 billion in funding to support the project delivery identified in the Expenditure Plan. The 3% local funding contribution is a critical element of a full funding plan for these rail transit projects. The Ordinance includes provisions that allow development of a mutual agreement between a jurisdiction and Metro, and a default ~~penalty~~ payment mechanism if such an agreement cannot be reached. The agreements shall be in accordance with these guidelines.

**PROGRAM METHODOLOGY**

The Ordinance calculates the local contribution based ~~on~~ upon the percent of project total centerline track miles to be constructed within a local jurisdiction's borders if one or more new stations are to be constructed within that jurisdiction ~~with a new station in those jurisdictions~~. These guidelines reflect the nexus between mobility benefits provided to a jurisdiction based on the ~~location and proximity~~ presence of a new station within the jurisdiction. The local contribution will be calculated by ~~dividing~~ distributing 3% of the ~~project's total~~ project cost, estimated ~~after~~ at the conclusion of thirty percent (30%) of final design, ~~by the number of new rail stations constructed to jurisdictions based on centerline track miles per the line.~~ Ordinance. For projects along a larger transit corridor with more than one operable segment, each operable segment will have its own "total project cost" for purposes of this section, determination of the local jurisdiction borders will be a new station located within one-half mile of the jurisdiction. ~~Building on the Metro Board adopted First/Last Mile policy in 2016, which defines the "walk-shed" around each station as a half-mile radius,~~ calculating the 3% local contribution requirement will be proportionately shared by all local agencies based upon the local agency's land area for each segment. Jurisdictions will incur a 3% local contribution obligation only for operable segments that include station construction within a one-half mile radius of a new station. ~~their borders.~~ Other arrangements agreed upon by every local jurisdiction in a project corridor with a local

contribution obligation are also acceptable, provided that the total of all jurisdictions' contributions equals 3% of the estimated total project cost. A list of jurisdictions that may be affected, subject to changes determined by the environmental process, is included as Appendix A.

An agreement approved by both Metro and the governing body of the jurisdiction shall specify the total project cost as determined at the conclusion of thirty percent (30%) of final design, the amount to be paid by the local jurisdiction, and a schedule of payments. Once approved, the amount to be paid by the local jurisdiction shall not be subject to future cost increases.

#### Eligible Fund Contributions

Eligible fund sources to satisfy 3% local contribution include any funds controlled by the local agency or local agencies (e.g., General Fund, State Gas Tax Subventions, Prop. A, Prop. C and Measure R and Measure M Local Return Funds, Measure M Subregional Program Funds), or any funds awarded from non-Metro competitive grant process funding. Measure M Subregional Program Fund contributions must be accompanied by documented agreement from all jurisdictions that would otherwise be eligible for those sub-regional funds. In-kind contributions eligible to satisfy 3% local contribution include, but are not limited to, project specific right-of-way and, waiver of permitting fees, local agency staff time (incurred and forecast) if, and other subregional investments that support a Metro transit corridor if those costs are specifically included in the project cost and contribution amount by the conclusion of thirty percent (30%) of final design. In-kind contributions consistent with this section will not be considered "betterments" for the purposes of these Guidelines and are eligible to satisfy local contribution obligations in lieu of Metro withholding up to 15 years of Measure M Local Return.

#### Betterments

Betterments are defined consistent with existing policy adopted by the Metro Board on Supplemental Modifications to Transit Projects (October 2013). A "betterment" is defined "as an upgrade of an existing city or utility's facility or the property of a Third Party, be it a public or private entity, that will upgrade the service capacity, capability, appearance, efficiency or function of such a facility or property of a third party." Once the 30% design project scope and cost have been determined as the basis of the 3% contribution calculation, subsequent betterments cannot be included in that calculation, nor counted toward a jurisdiction's eligible contribution. However, they may be included in the project scope if carried at the jurisdiction's expense.

Active Transportation Capital Improvement Contributions and First/Last Mile Investments

These guidelines reflect provisions adopted by the Board that allow ~~for~~ and incentivize local jurisdictions, through an agreement with Metro, to meet all or a portion of their 3% local contribution obligation through active transportation capital improvements and first/last mile (FLM) investments that are included in the project scope and cost estimate at the conclusion of thirty percent (30%) of final design. All local ~~first/last~~ FLM improvements must be consistent with station area plans that will be developed and adopted by Metro in coordination with the affected jurisdiction(s). The criteria for local ~~first/last~~ mile FLM investments for ~~first/last~~ mile FLM contributions are ~~being developed~~ described in full in the First/Last Mile Guidelines adopted by Metro the Metro Board of Directors on May 27, 2021 (File #2020-0365), specifically to carry out integration of ~~first/last~~ mile FLM within transit capital projects. ~~First/Last mile FLM~~ improvements consistent with this section and included in project scope at conclusion of 30% of final design will not be considered “betterments” for the purposes of these Guidelines, and are eligible ~~for~~ to satisfy local contribution obligations in lieu of Metro withholding up to 15 years of Measure M Local Return.

Local Contribution Limits

The 3% local contribution will only be calculated against the overall project scope and cost determined at the conclusion of thirty percent (30%) of final design, and will not include costs for FLM improvements delivered by entities other than Metro. Local agencies cannot count other transportation investments that are not included in the project scope and cost estimate after the conclusion of thirty percent (30%) of final design. Metro staff will provide written notice to the affected jurisdiction(s) and a report to the Metro Board ~~at~~ after the completion of thirty percent (30%) of final design.

Contributions for calculations assigned to the County of Los Angeles are to be determined by the County.

Opt-Out Option

Metro will withhold up to 15 years of Measure M Local Return Funds ~~for~~ from local agencies that fail to reach a timely agreement with Metro on their 3% contribution prior to the award of any contract authorizing construction of the project within the borders of that jurisdiction. Local return funds from Proposition A, Proposition C, and Measure R are not subject to withholding. In some cases, principally in smaller cities, the default withholding of 15 years of local return from ~~only~~ Measure M Local Return Funds will be less than a ~~formal~~ full 3% contribution. In these cases, Metro may accept either amount as

the 3% contribution, and may execute a corresponding agreement with the jurisdiction. The cities which default on making their full 3% contribution that fulfill the 3% contribution requirement through the Local Return withholding mechanism, including offsets for approved FLM improvements and in-kind contributions, will suffer no further financial impact.

#### AUDIT REQUIREMENTS

Use of Measure M funds will be subject to audit and oversight, and all other applicable state and local laws.

#### REPORTING REQUIREMENTS

Metro will provide annual reports to the Measure M Independent Taxpayer Oversight Committee describing how uses of the Measure M Funds are contributing to accomplishing the program objectives.

#### REVISIONS TO PROGRAM GUIDELINES

These program guidelines may be revised by the Metro Board of Directors.

## Summary Table of Public Comments Received

The table below summarizes and responds to the substantive comments submitted during the public comment period (8/26/22 – 10/26/22) for the Measure M 3% Guideline Revisions.

COMMENT	COMMENTER	RESPONSE	EDITS
<b>General</b>			
“Revisions will have a burdensome long-term financial impact on the city” in particular “withholding 15 years of Measure M funds”	Artesia, Huntington Park, South Gate, Gateway Cities Steering Committee	Per the Measure M Ordinance, 3% of the total project cost of any Measure M Expenditure Plan Major Project coded “T” shall be paid by jurisdictions along the corridor. Metro is required to collect this contribution and will continue to work with jurisdictions to ensure transparency and flexibility.	N
We support the proposed revisions to the Measure M Guidelines.	City of Los Angeles	Thank you for your comment.	N
<b>Calculation and Distribution</b>			
“Clarify jurisdictional responsibility for 3% Contributions related to the I-105/B Line Station and future WSAB stations being planned.”	Huntington Park	Per the Ordinance, jurisdictions containing station construction owe a portion of the 3% contribution even where station construction occurs primarily within right-of-way owned by another agency. Working with jurisdictions, Metro will examine each station footprint to establish the presence or absence of construction in a given area.	N



ATTACHMENT B

COMMENT	COMMENTS	RESPONSE	EDITS
<p>The planned B/Green Line station should fall under the jurisdiction of Caltrans and Metro, and should be removed from the 3% local contribution calculations. Local contribution calculations should focus only on the station elements located within the city of South Gate’s local jurisdiction boundaries, not those within Caltrans right-of-way”</p>	<p>Huntington Park</p>	<p>The C Line/I-105 Station is part of the WSAB project definition. Stations included as part of the total project cost estimated as of 30% design will be subject to the 3% contribution requirement. Local contribution requirements for stations constructed as part of future separate projects will depend on the project funding source.</p>	<p>N</p>
<p>“Design plans are being completed for the Future Rio Hondo Confluence Station, along with cost estimates and funding plans by multiple regional and state stakeholders and entities. Responsibility for the 3% local contribution obligation for this future rail station supporting a regional/state project should not be the responsibility of a single local city.”</p>	<p>Huntington Park</p>	<p>The Future Rio Hondo Station is not part of the WSAB Project and will require its own environmental clearance and further design. Local contribution requirements for stations constructed as part of future separate projects will depend on the project funding source.</p>	<p>N</p>
<p>“The City requests that change to the calculation for the 3% local contribution not be considered if it results in increasing the amount of the contribution”</p>	<p>South Gate</p>	<p>Metro determined that we would not be able to legally enforce the 3% calculation and allocation method as described in the 2017 Measure M Guidelines. The contribution for each jurisdiction must be based on track mileage only as described in Ordinance. Jurisdictions along a corridor may use their own distribution method if they choose, so long as the total 3% contribution is met.</p>	<p>N</p>
<p>Provide Appendix A Local Jurisdiction Information for the WSAB Project</p>	<p>Gateway Cities Steering Committee</p>	<p>Metro revised this Appendix and posted it on the Measure M website.</p>	<p>N</p>

COMMENT	COMMENTS	RESPONSE	EDITS
<b>Funding Sources</b>			
“allow cities that do not have stations to credit their Metro-approved First/Last Mile improvements towards the three percent local obligation of a city with a station in the same area”	Artesia, Huntington Park	Metro agrees this is allowed under the Measure M Ordinance and Guidelines as written and does not require further revisions to the Guidelines.	N
Request that any unmet 3% contribution “be requested as part of the federal project funding submission”	Artesia,	Metro anticipates needing to demonstrate local financial commitment as a prerequisite to receiving Federal funding support. The 3% local contribution is a key component of that local financing.	N
“we request a more complete discussion of Subregional Investments”	Huntington Park, South Gate	Metro plans to create additional guidance and procedures apart from the Guidelines for evaluating in-kind contributions, including subregional investments. This will allow Metro and jurisdictions the most flexibility when considering whether a proposed contribution adds value to the Metro project.	N
“Add a separate guidelines section discussing In-Kind Contributions to reaffirm that in-kind contributions count towards a jurisdiction’s 3% local contribution. Clarify when guidance on the handling of in-kind contributions will be available for public review and comment.”	Huntington Park, Gateway Cities Steering Committee		N
“Ensure consistency in the inclusion and discussion throughout the guidelines of the eligible 3% local contributions available to local cities/jurisdictions beyond funds controlled by the local agency or agencies: subregional investments, In-kind contributions, and First/Last Mile project credits. Add “FLM” in the introductory language to “Eligible Fund Contributions”	Huntington Park, Gateway Cities Steering Committee	Since FLM improvements are not required to be in the project scope and cost by 30% design, they should not be called out in the introductory language to the in-kind discussion. There is a separate section that specifically addresses FLM investments.	N

ATTACHMENT B

COMMENT	COMMENTER	RESPONSE	EDITS
<p>“Subregional investments” definition should include any sub-regional investment or capital project that is within 3-miles of the WSAB light rail project that will improve pedestrian, bike, public transit, and/or vehicular access to a WSAB station</p>	<p>South Gate</p>		<p>N</p>
<p>The City of South Gate requests that Metro count several (list provided) “subregional investment” projects toward the city’s local match.</p>	<p>South Gate</p>	<p>Locally led improvements may receive credit if they are included in the project scope and cost by 30% design or are qualifying FLM projects.</p>	<p>N</p>
<p>The City requests consideration for the inclusion of newly constructed transit centers (built by the local jurisdiction) and their amenities to qualify as part of the required three-percent (3%) local contribution for new rail lines and major transit projects</p>	<p>Torrance</p>		<p>N</p>
<p>Under “Local Contribution Limits” Revise: “...will not include costs for First/Last Mile and approved in-kind improvements delivered by ...”</p>	<p>Gateway Cities Steering Committee</p>	<p>In-kind contributions envisioned in this section add value to the core transit project (e.g. ROW, parking) and therefore are necessarily part of the project scope at 30% design.</p>	<p>N</p>
<p>Similar to allowing credit for qualifying FLM investments in a scenario where Metro is withholding MM Local Return, Metro should also allow credit for in-kind contributions.</p>	<p>Gateway Cities Steering Committee</p>	<p>Metro agrees this is allowed under the Measure M Ordinance, and the clarification is reflected in the revised Guidelines.</p>	<p>Y</p>
<p><b>FLM-specific</b></p>			
<p>“To encourage the transfer of FLM credits, the guidelines should clarify that cities preparing FLM plans are required to implement their FLM plans”</p>	<p>Huntington Park</p>	<p>Per Metro’s First-Last Mile Guidelines, Metro leads the FLM planning phase but does not require that jurisdictions subsequently implement FLM project. Jurisdictions are responsible for selecting, designing, and implementing FLM projects.</p>	<p>N</p>

COMMENT	COMMENTER	RESPONSE	EDITS
<p>“Strengthen text to incentivize provision by First/Last Mile investments by jurisdictions, and clarify when the FLM criteria will be available for public review and comment” Add “and incentivize” to the sentence that addresses the Metro Board provisions.</p>	<p>Huntington Park, Gateway Cities Steering Committee</p>	<p>Metro agrees, as this is consistent with the language and intent of Motion 35, and has revised the Guidelines to add “and incentivize.” The FLM project prioritization methodology was adopted by the Metro Board (2022-0265) in October 2022. This action follows the Board approval of the FLM Guidelines (2020-0365) in May 2021.</p>	<p>Y</p>
<p><b>Timeline/Process</b></p>			
<p>“Provide more information on the 3% contribution negotiation process, including additional discussion of how and when the 3% negotiation process is initiated by Metro with the affected cities.” Define “timely agreement”.</p>	<p>Huntington Park, Gateway Cities Steering Committee</p>	<p>These procedural elements remain unchanged and are included in Metro’s publicly available Measure M Administrative Procedures. A “timely agreement” will generally be one that is executed prior to construction commencing on stations and guideway.</p>	<p>N</p>
<p>“Provide a definition of what is meant by “station.”</p>	<p>Huntington Park, Gateway Cities Steering Committee</p>	<p>Station elements delivered by Metro will vary from station to station. They will be consistent with Metro’s Systemwide Station Design Standards Policy as well as Metro’s Rail Design Criteria, and will generally include construction of platforms, passenger circulation, and parking as appropriate.</p>	<p>N</p>
<p>“Clarify local return withholding requirements, including default withholding and ‘suffering no further impacts.’”</p>	<p>Huntington Park, Gateway Cities Steering Committee</p>	<p>Rephrased this sentence to clearly mean that either the full 3% contribution based on the 30% design cost estimate, or the up-to-15-year local return withholding will satisfy the contribution requirement in the Ordinance. Also clarified the sentence to mean there will be no further <u>financial</u> impacts related to the 3% contribution from the jurisdiction.</p>	<p>Y</p>

ATTACHMENT B

COMMENT	COMMENTS	RESPONSE	EDITS
<p>“Metro's proposed approach places a timeline that limits the City's ability to meet its 3% local funding contribution which was not contemplated by Measure M. ... This approach precludes the City from pursuing grant funding for transportation and subregional investments ... The City requests that revisions be made until the completion of the WSAB construction to identify, implement, and fund transportation and subregional investments to meet its 3% local contribution and provide ample time to pursue grant funds.”</p>	<p>South Gate</p>	<p>Measure M does allow for the time that jurisdictions might need to arrange finances by basing the total project cost on scope and estimate at 30% design. A jurisdiction may pursue financing, including grant funds, after 30% design to support FLM and in-kind improvements.</p>	<p>N</p>
<p>Clarify: does this written notice trigger initiation of negotiation of 3% local contribution agreements between Metro and affected local jurisdictions?</p>	<p>Gateway Cities Steering Committee</p>	<p>Not necessarily. The written notice provides an estimate of the local contribution and requests that the jurisdiction identify staff to work with Metro on development and execution of a 3% agreement.</p>	<p>N</p>

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# Measure M 3% Contribution Guideline Revisions

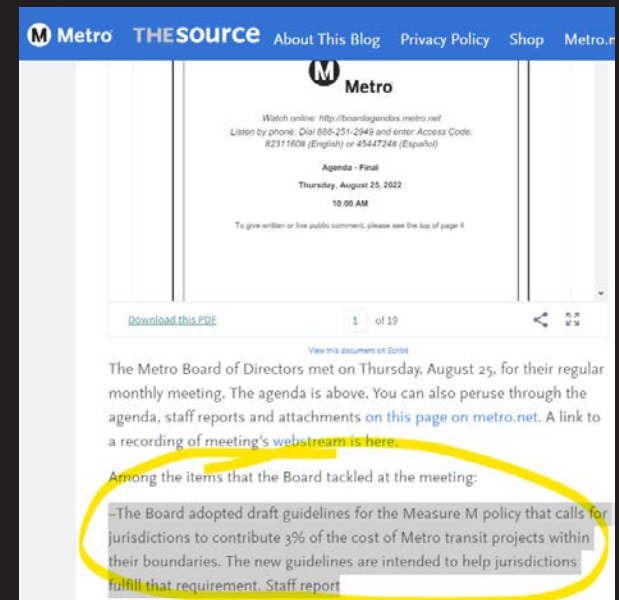
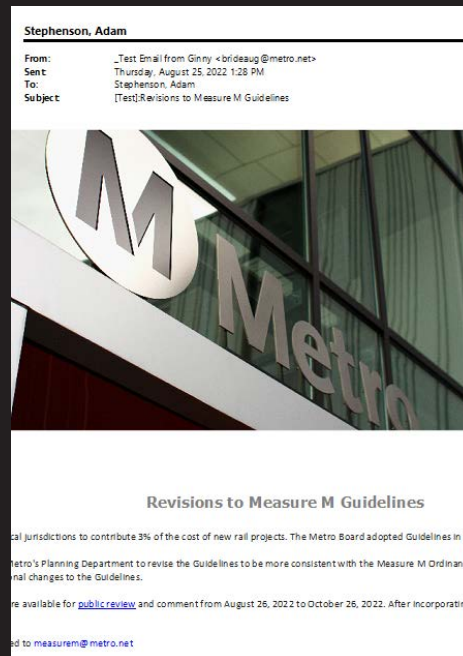
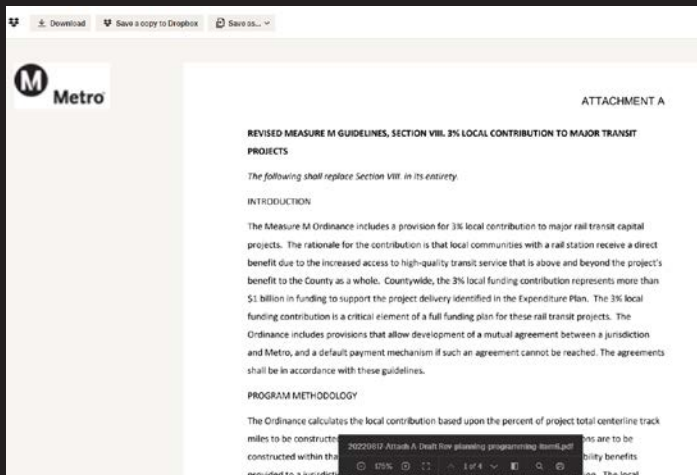
*Planning and Programming Committee  
February 15, 2023*



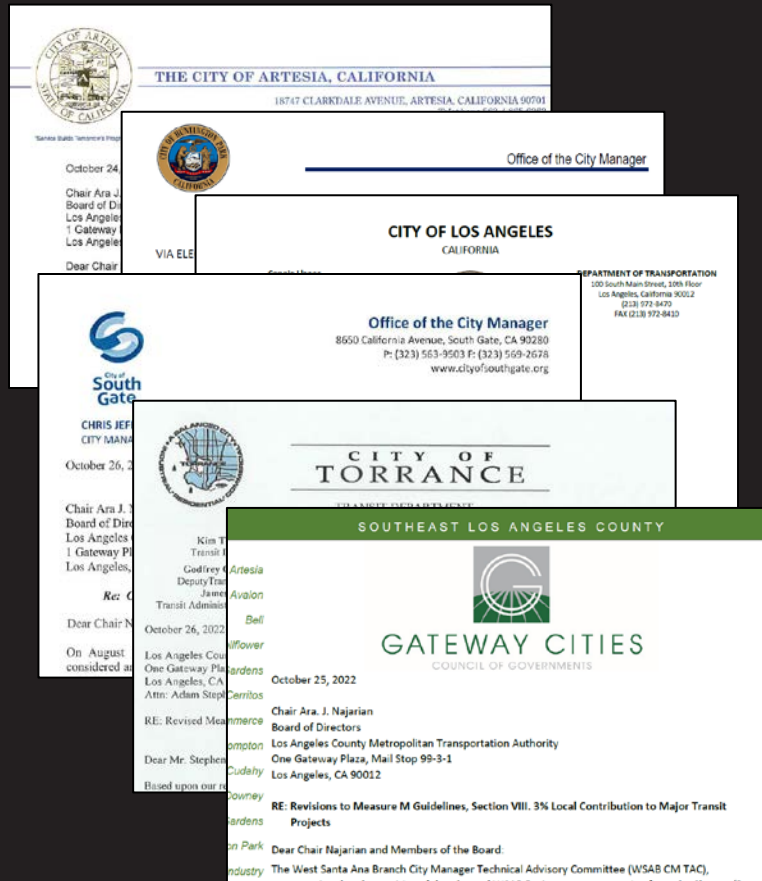
**Metro**

# Draft Measure M 3% Guideline Revisions

- Focused on Motion 35 directives (April 2022)
- Circulated for public review August – October 2022



# Comments Received



- Six comment letters received by the deadline
- Main themes: financial burden, listing specific in-kind contributions, process clarity
- Responses in summary table



## Final Revisions and Implementation

- Accepted
  - Consistency with Board Motion 35
  - Additional flexibility, e.g. allowing in-kind contributions in local return withholding scenario
  - Clarity
- Not incorporated
  - List/discussion of all eligible in-kind contributions and subregional investments (to avoid constraining contribution options)
- Next steps: workshop, in-kind procedures, continue outreach with jurisdictions



**Metro**

**Board Report**

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**File #:** 2023-0064, **File Type:** Motion / Motion Response**Agenda Number:** 13.

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**EXECUTIVE MANAGEMENT COMMITTEE  
FEBRUARY 16, 2023****SUBJECT: TRANSIT AND INTERCITY RAIL CAPITAL PROGRAM CYCLE 6 GRANT AWARDS  
FOR EXISTING PROJECTS****ACTION: RECEIVE AND FILE****RECOMMENDATIONS**

RECEIVE AND FILE the results of Transit and Intercity Rail Capital Program (TIRCP) Cycle 6 grant awards for “Existing TIRCP Projects Leveraging Federal & Local Funds Reserve” made by the California State Transportation Agency (CalSTA).

**ISSUE**

This report updates the Board of Directors about CalSTA’s selection of projects for grant awards from the Cycle 6 “Existing TIRCP Projects Leveraging Federal & Local Funds Reserve” funding category that were announced on January 31, 2023.

**BACKGROUND**

Last year's State Budget took advantage of the historic surplus by providing significant funding to public transit. It is important to note that this surplus reflects volatility in the state budget, and one year later, the State is facing a significant deficit. The budget agreement from last year included one-time funds that were actually allocated in the Budget. The budget agreement also included an indication that the Legislature intended to allocate additional funds in the following two budget cycles. The specifics of that funding are described in more detail below.

In response to this opportunity, the Board unanimously approved a program of projects that could take advantage of these funds. This program of projects represented grant opportunities across multiple budget cycles, not just the current year budget agreement. The surplus funding is supplemental to our core projects' budgets, and it does represent an opportunity to fund projects that might not exist in normal budget cycles. As discussed below, this structure was acted upon based on guidance from the State to demonstrate how our agency would utilize funds not just from the current year's budget but also from future cycles.

The following details the specifics of the budget agreement and the Board's December action.

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Assembly Bill (AB) 180, approved by Governor Newsom in June 2022, appropriated a one-time allotment of \$3.63 B of General Fund for the TIRCP to be administered by CalSTA. Of this total, AB 180 allocated about \$1.83 B to CalSTA for 3 funding categories to award multi-year grants to high-priority transit projects in Southern California (comprising the Counties of Imperial, Los Angeles, Orange, Riverside, San Bernardino, San Diego, and Ventura) following an application review and project prioritization process. Of the Southern California subtotal, AB 180 requires that no less than \$900 M be set-aside for “Existing TIRCP Projects Leveraging Federal & Local Funds Reserve” that have previously received TIRCP grants and can demonstrate that a supplemental state grant would “leverage” or “maintain” an identified source of significant local or federal investment, including through the federal Capital Investment Grants (CIG) Program, EPD Program, or other such federal funding sources.

On December 1, 2022, the Board of Directors authorized the Chief Executive Officer to send a letter of support to CalSTA signed by all Board members for the following Metro prioritized and ranked projects and corresponding TIRCP Cycle 6 grant requests:

1. East San Fernando Valley (ESFV) Light Rail Transit (LRT) Project: \$600 Million
2. Metro L (Gold) Line Foothill Extension LRT Project: \$798 Million
3. West Santa Ana Branch (WSAB) Transit Corridor Project: \$500 Million

On December 6, 2022, staff submitted a prioritized Program of Projects grant application that comprised the 3 projects for a total request of \$1.898 Billion, exceeding the \$1.35 B maximum target range published in the Cycle 6 guidelines by CalSTA. This overall request exceeded the target range in accordance with guidance from CalSTA to consider the additional \$1.0 Billion potentially available through SB 198 for LA County in Fiscal Years (FYs) 2024-25 in our overall funding request, with the assumption that these funds would be realized with appropriate legislative budgetary actions in FY 2024 and FY 2025, respectively.

## **DISCUSSION**

Subsequent to the December 6, 2022, deadline for submitting Metro’s “Existing TIRCP Projects”, Governor Newsom released details on his FY 2024 state budget proposal that identified an expected deficit and the need to reduce previously considered funding targets for various budget items. Of note, the budget proposal identified for reduction the SB 198 formula funding for local counties-of which Los Angeles County would have been slated to receive \$1 Billion to supplement AB 180 programming pending respective legislative budgetary actions in FY 2024 and FY 2025. As a result of this announcement, the prior CalSTA assumption that these funds would be available for programming with AB 180 TIRCP Cycle 6 “Existing TIRCP Projects” was contravened.

On January 31, 2023, CalSTA announced its awards for the “Existing TIRCP Projects” competition. CalSTA only programmed AB 180 funds, of which a total of \$1.31 Billion was awarded to seven projects in Southern California, an amount just short of the \$1.35 Billion upper limit of its published target range for the region. Of this amount, Los Angeles County received over \$1.0 Billion from CalSTA, including the following awards:

- \$600 Million for the ESFV LRT project, fully funding Metro’s first priority request. This award is

- the largest made to any project by CalSTA in TIRCP Cycle 6.
- \$407.4 Million for the Inglewood Transit Corridor project, fully funding the City of Inglewood's request. Per the award summary this award is contingent upon receiving favorable FTA CIG ratings by April 2023.
  - \$20.9 Million for the El Monte Siding and Station Improvements project, included as part of the overall \$106.9 Million awarded to Metrolink for its Southern California Optimized Rail Expansion (SCORE) program.

Metro's second and third priorities, the Metro L (Gold) Line Foothill Extension LRT Project and the WSAB Transit Corridor Project, were not awarded funding by CalSTA.

The \$1.028 Billion total awarded to LA County represents approximately 79% of the total funding awarded by CalSTA to Southern California, with the remainder of the funds-\$ 282.8 Million-awarded to projects in Orange, San Diego, San Bernardino, and Ventura Counties.

CalSTA's awards for projects reflected the state's commitment to funding environmentally cleared transit projects that were at risk of losing significant federal funds, as was the case with the ESFV LRT project and its commitment from the Federal Transit Administration (FTA) to provide \$908.8 million in Expedited Project Delivery funds, or in need of supplemental state funding to secure near-term federal funds. In its TIRCP Cycle 6 "Existing TIRCP Projects" award summary, CalSTA touted the key role that its AB 180 supplemental state funding would play in completing construction on projects implemented through FTA CIG FFGAs, finalizing funding plans for additional FTA CIG FFGAs, or maintaining and/or leveraging significant commitments of Federal Railroad Administration (FRA) or USDOT federal grants.

## **EQUITY PLATFORM**

The TIRCP Cycle 6 grant award will support implementing this project and provide new service along a corridor that features a high level of transit priority populations. The TIRCP Cycle 6 grant award for

The ESFV Light Rail Transit Project will deliver tangible mobility benefits to historically underserved communities within areas of persistent poverty in the eastern portion of the San Fernando Valley. The population served by this project has twice as much poverty as the LA County average of 14.9 percent. Approximately 19% of households in the area do not have access to their own car and depend on public transportation, compared to 8.8 percent transit dependency of LA County as a whole.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Securing the supplemental TIRCP grant award for the ESFV LRT Project will help to implement Goal 1 to provide high-quality mobility options that enable people to spend less time traveling and Goal 3 to enhance communities and lives through mobility and access to opportunity. The awards will also help address funding shortfalls and allow the projects to proceed towards construction and to leverage federal grants that depend on the commitment of additional state and local funding. The projects, when completed, will significantly expand transportation options, enhance commuter safety, and improve the quality of the transit network in our region.

**NEXT STEPS**

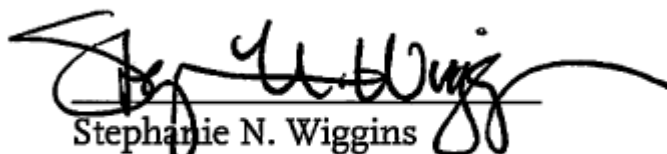
Staff will request a debriefing from CalSTA about the two projects that were not selected for TIRCP Cycle 6 grant awards and report back to the Board of Directors in March 2023, in response to the December 2022 Board of Directors Motion #1 (Agenda Number 49.1, File #2022-0830), with funding plans that close the funding gaps. Staff will also update the FTA about CalSTA's TIRCP Cycle 6 grant award for the ESFV LRT Project and present to the Board of Directors a funding plan that closes the remaining funding gap, which upon its approval would allow Metro to fulfill the FTA's condition to secure and document the commitment of all non-federal funding prior to the Project's consideration for a FFGA to award up to \$908.8 M from the EPD Pilot Program.

Staff will continue to rely on state funds in the funding plan for the WSAB Transit Corridor Project. Staff will work with the San Gabriel Valley Council of Governments to identify projects that could be deferred to advance the completion of the Metro L (Gold) Line Foothill Extension LRT Project.

Staff will also update the Board on CalSTA's selection of projects for TIRCP Cycle 6 grant awards from the "Major Project Development Reserve" and "New Projects" funding categories, which is anticipated by April 24, 2023. Staff will also request a debriefing from CalSTA should one or both of the projects for which we submitted grant applications by the February 10, 2023, deadline are not selected for TIRCP Cycle 6 grant awards.

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Reviewed by: James de la Loza, Chief Planning Officer, (213) 922-2920



Stephanie N. Wiggins  
Chief Executive Officer

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# **Transit & Intercity Rail Capital Program**

## **Cycle 6 Outcomes – Existing TIRCP Projects**



**Metro**

**Metro Board of Directors  
Executive Management Committee**

**February 16, 2023**

## Background: Assembly Bill (AB) 180 & CalSTA's Cycle 6 Final Guidelines

**AB 180** provided **\$1.83 B** in one-time, surplus FY 2023 funds for Southern California to be allocated by CalSTA across three Transit & Intercity Rail Capital Program (TIRCP) funding categories:

- ✓ Existing TIRCP Projects Leveraging Federal & Local Funds Reserve
  - Minimum of \$900 M, with CalSTA discretion to award more funding.
  
- ✓ New TIRCP Projects
  - Maximum of \$900 M, with capacity contingent upon awards made for Existing TIRCP Projects
  
- ✓ Major Projects – Project Development Reserve
  - Up to \$150 M statewide

# Background: Assembly Bill (AB) 180 & CalSTA's Cycle 6 Final Guidelines

## TIRCP Cycle 6 – Existing TIRCP Projects:

Purpose – provide supplemental, one-time state funding for high-priority transit, commuter rail or intercity rail projects that met the following requirements:

- Prior receipt of a TIRCP grant award (excluding Cycle 5)
- Ability to **“leverage”** or **“maintain”** a significant, identified source of federal (e.g., FTA’s CIG or EPD programs) or local funds.
- All funds awarded must be liquidated by June 30, 2027
- Project readiness – highly rated projects will have an approved environmental document

CalSTA’s published TIRCP Cycle 6 “Existing TIRCP Projects” category target range for Southern California AB 180 FY 2023 funds: **\$900 M – \$1.35 B.**



# Metro's Prioritized Program of Projects for TIRCP Cycle 6

In December 2022 the **Metro Board** approved for submittal the following prioritized Program of Projects that received TIRCP grant awards in 2018 (Cycle 3):

1. East San Fernando Valley (ESFV) LRT: Initial Operating Segment  
**Federal Funding at risk:** \$908.8 M FTA EPD grant  
**Total amount requested:** \$600 M
2. Metro L (Gold) Line Foothill Extension LRT: Pomona to Montclair  
**Local Funding at risk:** \$39 M  
**Total amount requested:** \$798 M
3. West Santa Ana Branch (WSAB) Transit Corridor: LPA  
**Federal Funding to be leveraged:** FTA CIG New Starts grant  
**Total amount requested:** \$500 Million

**As encouraged by CalSTA guidelines, \$1,898 M** total Metro TIRCP grant request assumed \$1B in SB 198 formula funds secured in FY 24-25 to support Program cash flow needs. Governor's FY 24 budget proposal (January 10, 2023) indicated a pending deficit that contravened this assumption.

## Southern California – CalSTA TIRCP Cycle 6 Awards (January 31, 2023)

Project	County	Award
East San Fernando Valley	Los Angeles	\$600.0 M
Inglewood Transit Corridor	Los Angeles	\$407.4 M
LOSSAN Corridor	Ventura	\$ 6.6 M
OC Streetcar	Orange County	\$149.8 M
DMU to ZEMU	San Bernardino	\$ 15.8 M
West Valley BRT	San Bernardino	\$ 18.8 M
University Bikeway	San Diego	\$ 4.2 M
Metrolink SCORE	LA/Orange/Ventura	\$106.9 M
<b>SOUTHERN CALIFORNIA TOTAL</b>		<b>\$1,309.5 M</b>



**Metro**

## Southern California – CalSTA TIRCP Cycle 6 Awards (January 31, 2023)

**ESFV LRT Project** grant award represents about 46% of all the TIRCP Cycle 6 funding awarded to projects in Southern California. Largest single grant awarded statewide.

- Total award for Southern California projects nearly at CalSTA’s maximum target.

**WSAB Transit Corridor:** Will continue to rely on state funds in the funding plan.

**Metro L (Gold) Line Foothill Extension:** Work with the SGVCOG to identify projects that could be deferred to advance project completion per board policy.

**About \$522 M** remains available for grant awards in Southern California from the “Major Projects – Project Development Reserve” (PDR) and “New Projects” funding categories. PDR will remain funded at up to \$150 M statewide.

## Next Steps: Legislative Program

1. **Advocacy:** LA County to seek the maximum funding for our projects.
2. **Legislation:** Engage the LA County Legislative Delegation to actively support the necessary budget actions to allocate FY 2024 and FY 2025 SB 198 funds.
3. **Future Opportunities:**
  - Review current and support the creation of new opportunities to secure additional State funding for the WSAB Project when the project is environmentally cleared and construction ready through various State programs and funding streams to leverage existing Measure M and future FTA CIG funds.
  - Work with the SGVCOG to identify projects that could be deferred to support the completion of the Metro L (Gold) Line Foothill Extension LRT Project, per board policy.



## Board Report

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File #: 2022-0490, File Type: Informational Report

Agenda Number: 17.

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### EXECUTIVE MANAGEMENT COMMITTEE FEBRUARY 16, 2023

**SUBJECT: METRO EQUITY PLATFORM UPDATE**

**ACTION: RECEIVE AND FILE**

**RECOMMENDATION**

RECEIVE AND FILE a status report on implementation of the Metro Equity Platform.

**ISSUE**

This report provides an update on progress and activities conducted by Metro between February 2021 to February 2023 to implement the agency's Equity Platform framework.

**BACKGROUND**

Metro's Equity work is based on the Board approved Equity Platform (Attachment A), which provides a framework that guides how the agency works to address inequities and create more equitable access to opportunity through four main action areas. These areas are called the pillars of the Equity Platform: 1) Define and Measure, 2) Listen and Learn, 3) Focus and Deliver, and 4) Train and Grow. The platform is not a singular task or process that will be completed but rather an agency commitment to incorporate equity into all facets of Metro's decision-making and budget allocation and genuinely engage impacted communities in our processes while continuously pursuing equitable outcomes in everything we do.

Metro defines equity as both an outcome and a process to address racial, socioeconomic, and gender disparities, to ensure fair and just access - with respect to where you begin and your capacity to improve from that starting point - to opportunities, including jobs, housing, education, mobility options, and healthier communities. It is achieved when one's outcomes in life are not predetermined, in a statistical or experiential sense, on their racial, economic, or social identities. It requires community-informed and needs-based provision, implementation, and impact of services, programs, and policies that reduce and ultimately prevent disparities.

Metro's Office of Equity and Race (OER) was established in January 2020 to foster the institutionalization of equity in the agency programs, policies, services, and processes. OER works with departments throughout the agency to develop and socialize tools that help identify and address inequities through the budget, planning, and governance processes; implement policies to expand partnerships with community organizations and improve public participation; and provide educational

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programming for staff and strategic project advising, all with a focus on building systemic change that leads to equitable outcomes.

## **DISCUSSION**

Updates on the Metro's progress implementing the Equity Platform over the last two years are outlined below:

### OER Team

During the 2021 agency reorganization, OER joined the newly formed Office of Civil Rights, Racial Equity, and Inclusion (OCRREI), which is part of the Office of the Chief of Staff. Since then, OER has hired two new staff members that are critical to implementing the work detailed below.

### Define and Measure: Defining and Assessing Inequities

Under the Define and Measure pillar, staff has continued to develop tools and processes to help Metro staff understand the benefits and burdens of our services, programs, and policies, how disparities and gaps in opportunities shape them, and how we can make decisions to foster more equitable outcomes.

### *Board Report Equity Platform Section*

In 2021 the CEO instituted a required equity assessment called the Equity Platform section for all board reports brought to the Metro Board, starting in July 2021. Beginning in June 2021, staff developed a protocol and guidance materials, including a recorded training, a refreshed version of the Metro Rapid Equity Assessment (REA) tool, and FAQ sheets for all agency departments to follow this new directive. The Equity Platform section was the first agencywide rollout of equity assessments and tools universally applied to an existing Metro process. Nearly all reports are reviewed by at least two OER staff members to ensure a robust equity analysis.

### *Equity Information Hub*

Through close collaboration with all Metro departments, staff continues to identify needs and resources that support Metro staff in building equity fluency under the Define and Measure pillar. As a result, staff has been working closely with ITS, Customer Experience, and Design Studio to build an Equity Information Hub (EIH) that: (1) creates a centralized point of access for equity-related data and information; (2) supports the implementation of Metro's equity tools and project or program management; (3) tells part of Metro's "equity story," and (4) encourages engagement through publicly accessible content.

The first phase of the EIH launched in January 2023. The site, now a beta prototype, includes equity data, maps, analysis applications, and other information that was formerly decentralized. Staff has created a public view and a staff-only view using credentialing features. Members of the public can quickly access items such as the Equity Focus Communities Map, the Advisory Bodies Demographic Data Dashboard, the Community-Based Organization Partnering Strategy Report, and case studies demonstrating how Metro implements equity in projects and plans. Staff can access additional items, such as templates and training materials to implement Metro's Equity Toolkit, such as the Rapid Equity Assessment or the Equity Planning and Evaluation Tool. The EIH can be accessed at

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[metro.net/equityhub <https://equity-lametro.hub.arcgis.com/>](https://equity-lametro.hub.arcgis.com/).

In developing Phase 1 of this cross-departmental effort, OER has worked collaboratively to implement concurrent policies and priorities of the agency, such as the User Experience (UX) Testing Policy. Staff conducted four UX Testing Sessions between September and December 2022 with representatives from different Metro departments, the Equity Liaisons Working Group, Metro Advisory Body Members, and partner public agencies, such as CalTrans and LA County. In early February 2023, staff conducted two additional UX Testing Sessions with accessibility stakeholders to further enhance the site's usability for all customers. The sessions served as opportunities to receive feedback as the site was being developed, thereby making it more tailored to the needs of different users and stakeholders. The second phase of the EIH will include new analyses and related tools. Staff anticipates the development of baseline access to opportunities maps and an EFC Toolkit of Overlays to be part of this work in FY24.

#### *2022 Equity Focus Communities Update*

Over the last year, staff updated the Equity Focus Communities (EFC) definition and maps, which were first developed in 2019 as a way to define communities most in need of mobility investments. The update used the most recent demographic data for Los Angeles County, implementing an index methodology, and setting a three-year update cycle going forward. Metro's Executive Management Committee (EMC) received the 2022 EFC update (File # 2022-0275) at their May 2022 meeting. Data and maps for the 2022 EFC Update are now available for agency use and the public to view and are centralized in the [EFC Dashboard \[metro.net/efcdashboard <https://experience.arcgis.com/experience/738dfea5936f47e09443f810e0d59647/>\]](https://experience.arcgis.com/experience/738dfea5936f47e09443f810e0d59647/). Since late June, staff has provided meetings, training, and other communications to inform the agency and external partners of and provide support for the utilization of the 2022 EFC definition and maps.

#### *Equity Focus Communities Budget Assessment*

In response to direction from the Board in August 2022, staff developed the EFC Budget Assessment tool to measure expenditures in Metro's budget allocated to benefits for EFCs. Starting with the approved FY23 budget, staff categorized Metro expenditures into one of the following categories: EFC Benefits (Targeted or Indirect), No EFC Benefits, Formula-Based Investments, or Administrative/Technical Support. Staff presented these baseline findings to the board (File # 2022-0736), which illustrated approximately 67 percent of the FY23 budget was invested in EFC Benefits (approximately 26 percent of which were Targeted Benefits). Entering the FY24 EZBB process, staff will use this baseline to identify opportunities to increase or sustain these Benefits percentages. FY24 EFC Budget Assessment calculations are scheduled for Spring 2023 after FY24 budget submissions have been finalized.

#### *Metro Budget Equity Assessment Tool (MBEAT)*

Since the FY21 Mid-Year budget, the MBEAT has been used to assess the equity and impacts of Metro's budget. The MBEAT form has consisted of a series of questions to identify (1) both anticipated and potential impacts from budget requests on EFCs, marginalized groups, and vulnerable communities, (2) equity considerations in budget planning and project implementation, (3) mitigation and harm reduction strategies, and (4) methods to track impacts after budgets have been allocated. Each fiscal year MBEAT implementation has adjusted to meet the evolving annual budget process, incorporating capital projects in FY22 and supporting the FY23 Equitable Zero-Based

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Budgeting (EZBB) process with a semi-automated digital form, MBEAT user guide, and technical integration into Metro's online budget submission program. Staff presented summaries of the MBEAT process to the Board for both the FY22 and FY23 budget cycles (File # 2021-0239, # 2022-0243). The MBEAT has been further refined for the FY24 EZBB process, and staff will share further updates in the coming months.

#### Listen and Learn: Equitable Community Engagement

Metro is working to improve its efforts to listen and learn from the communities that we serve. Community-driven conversations are essential, but they require trust. For Metro to build trust, the agency must intentionally collaborate and listen to community experiences. Metro continues to work to show how community input informs and shapes our decisions, actions, and investments.

#### *Advisory Body Compensation Policy*

Over the spring and summer of 2021, staff led the development of Metro's Advisory Body Compensation Policy (ABC Policy), which determines if and when members of the public who serve on Metro advisory bodies can be compensated. The Metro Board adopted the ABC Policy in September 2021 and amended it in May 2022 to clarify policy implementation and facilitate a consistent method for collecting demographic information on advisory body membership. Since its adoption, staff has guided and tracked policy implementation. To date, all members of the 16 advisory bodies that have opted to receive compensation under the policy have begun receiving payment. Additionally, staff have collected demographic information on 64 percent of the members and have visualized the information via PowerBI dashboard that will be available on the EIH. See "Attachment B" for a demographic profile of Metro's advisory bodies. This data highlights areas for improved representation across gender, race/ethnicity, and income brackets and positions Metro to track and strive for more equitable demographic representation on its various advisory bodies. Later this year, once launched, the East San Fernando Valley Community Leadership Council will join the list of eligible advisory bodies under the policy.

#### *Metro Budget Outreach*

Metro has continuously worked to increase public engagement with the agency's annual budget development process, including hosting at least three telephone town halls each year, revitalizing the annual online budget survey, and translating the budget survey into eight non-English languages. Further, the agency tracks respondent-provided demographic identities, including respondents living in EFCs, to ensure participation in the annual budget survey is representative of our customers and Los Angeles County as a whole.

#### *Community-Based Organization (CBO) Partnering Strategy*

in June 2021, staff finalized the CBO Partnering Strategy: Elements for Successful Partnering in Professional Services (Attachment C). The Strategy is a set of recommendations that establishes consistent and equitable processes for Metro to utilize across the agency when directly or indirectly engaging Community Based Organizations (CBOs) for professional services.

Since June 2021, staff has provided two trainings to build agencywide awareness, know-how, and capacity for working with CBOs, as well as two trainings to build CBO knowledge about the Metro procurement process and opportunities to partner with Metro. There will be additional trainings this



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year. Staff also supported various project teams with procuring, onboarding, and managing new CBO partnerships, including the Offices of Sustainability and Community Relations who successfully partnered with two CBOs to develop and deploy an Environmental Justice Training series for all Metro staff, and the Vermont Transit Corridor project team who worked with CBOs to engage community members on the future of the corridor, resulting one of the largest CBO Partnership engagements in Metro's history (File # 2022-0416). Finally, in late 2021, OER and ITS began working with the Center for Neighborhood Technology, Transit Center, and six local CBOs to build a searchable centralized database/portal of CBO partners to consolidate CBO contact information, provide a platform to track CBO relationships and a method to promote equitable partnering opportunities and to ensure uniform and consistent communication. The CBO database is expected to launch in the summer of 2023. As implementation continues, staff is working to build a library of resources, including templates, guides, and other helpful information to support the database rollout and future CBO partnerships.

#### Focus and Deliver: Decision-Making and Project Support

The Focus and Deliver pillar centers needs-based analyses to plan, build, invest and operate in a manner that removes barriers and supports increased access to opportunity for all. Additionally, this pillar recognizes Metro's role as a partner in advancing equitable outcomes in issues such as housing, public health, and economic development.

#### *Equity Planning and Evaluation Tool*

In 2021, staff developed the Equity Planning and Evaluation Tool (EPET) to enhance the agency's processes and help ensure equitable outcomes. The EPET is a six-step guide that can be used throughout all phases of a capital project or major initiative, and the questions in each step are designed to create equity checkpoints during a process. The six steps of the EPET are: (1) Connect Community Results to Project Outcomes; (2) Analyze Data; (3) Engage the Community; (4) Plan for Equitable Outcomes; (5) Proposal Implementation; and (6) Evaluate, Communicate, and Stay Accountable. Metro staff are encouraged to collaborate with technical consultants, agency partners, stakeholders, and community members to ensure that the diversity of viewpoints, backgrounds, and experiences is considered. This tool has been in the pilot phase in the past year and a half, with several projects within the agency testing its usability and impact. One notable case study is the Long Beach - East LA Corridor Mobility Investment Plan (formerly titled I-710 South Corridor Task Force).

#### *Measure M Five-year Assessment and Equity Report*

At the request of the CEO, staff began developing the *Measure M Five-year Assessment and Equity Report* to comply with ordinance and guidelines requirements to assess Measure M progress in its first five years and track subsequent quality of life and equity impacts. After a competitive solicitation process, the project kicked off with the awarded firm in June 2022. The report will be approaching data collection and analysis through an equity lens, utilizing a people-first framework, illustrating major changes both internal (leadership and agency transitions) and external (COVID-19 pandemic, new funding streams) to Metro. Staff and the consultant team will present proposed objectives and criteria for the report to the Board and are scheduled to complete a final report and return to the Metro Board in Spring 2023.

#### *Policy and Legislative Influence*

In the past two years, staff has reviewed and provided recommendations on various items, such as

the U.S. Department of Transportation (USDOT) Justice40 Initiative, the U.S. Council on Environmental Quality's Climate and Economic Justice Screening Tool, the Federal Transit Administration (FTA) Request for Information Concerning the Capital Investment Grants, the SB 1 Competitive Programs Equity Supplement and individual SB 1 Competitive Program evaluation criteria, and California Senate Bill 1161: Transit operators: street harassment plans (Min). Additionally, when the board considered the program of projects for cycle 6 of the Transit and Intercity Rail Capital Program (TIRCP), staff recommended and the board approved a program that prioritized a project that serves equity focus communities. That project successfully secured \$600M this cycle.

### *Equity Implementation Highlights and External Partnerships*

Staff is working to more intentionally apply an equity lens to Metro's work, grapple with internal and external equity related challenges, and support targeted community engagement with marginalized communities. Staff across the agency have collaborated and applied Metro equity tools to develop and refine policies and programs, including Metro's Fostering an Inclusive Culture Policy, Code of Conduct, LA28 Mobility Concept Plan, Objectives for Multimodal Highway Investment, the triennial Title VI Update, WIN-LA, and incorporating cultural competency criteria into major planning and construction contract solicitation materials. To help advance equity beyond Metro, staff have also served on or worked closely with external working groups, including the Aging and Disabilities Transportation Network (ADTN), South Los Angeles Transit Empowerment Zone (SLATE-Z), California Transit Association Inclusion, Diversity, Equity, and Access (IDEA) Task Force, and LA County WHAM Committee, which supports the coordination and implementation of Measures W, H, A, and M. Through these efforts staff provide strategic advising and thought partnership to support inclusive planning and implementation efforts and build relationships that support Metro's work.

### Train and Grow: A Culture of Learning

This pillar focuses on Metro as an organization. It recognizes that successful implementation of the Equity Platform requires commitment, education and training, and prioritization of the pillars across Metro at all levels and in all departments.

### *Equity Liaisons*

In June 2020, staff established the Equity Liaisons Working Group, which includes representatives from each Metro department to serve as liaisons for 18-24-month terms. The goal of the Equity Liaison Working Group is to build an internal team of equity fluent leaders to help Metro advance equity. In May 2022, the inaugural Equity Liaisons cohort of 18 members completed their term and joined the incoming cohort for their first meeting to share lessons learned and offer guidance. This year's cohort is comprised of 28 members.

As we strive to create a more equitable and inclusive agency, Equity Liaisons serve as ambassadors to Metro departments by learning to talk about race, racial justice, and equity and sharing their knowledge with others so that they may use those tools in their daily work. They are instrumental in the MBEAT implementation, support the development of equity sections for board reports, and help roll out and implement other equity-related initiatives and tools. For example, the current Equity Liaisons provided feedback on the Equity Information Hub as the project neared its launch. Metro Equity Liaisons continue to meet twice a month, discussing books, articles, and videos and engaging in activities to help expand their understanding of disparities and systemic inequities in the context of

Metro's work and ways to support a more equitable future.

### *Equity 101/102 Staff Training Series*

The Equity Staff Training Series aims to increase equity fluency among all Metro staff and improve the collective application of equity concepts and principles to different components of Metro's work.

The Equity 101 training will be a recorded, interactive, and industry-leading training video required for all Metro staff. The Equity 102 training shall be live and targeted to Metro senior leadership, program and project managers, and Metro employees interested in deepening their understanding of Metro's equity work and exploring solutions that address disparities in access to opportunities. The equity training series will build off Metro's Equity Platform and the agency's existing mandatory Unconscious Bias and Sexual Harassment staff trainings. Since the CEO directed all new and existing staff to complete the Unconscious Bias training in July 2021, the training has a 95.7 percent completion rate (as of January 17, 2023). A majority of non-compliant employees are newly hired employees who have 90 days to complete mandatory staff trainings.

Metro looks forward to continuing to build the equity capacity of all Metro departments and work towards equitable outcomes as we operationalize equity across all facets of the organization.

## **EQUITY PLATFORM**

Metro's Office of Equity and Race (OER) is working to foster agencywide institutionalization of equity with each program and project it leads or supports and each process or outcome it influences. The impact and benefit of this work for marginalized and vulnerable communities has, and will, be reflected in Metro's progress over time.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

This recommendation supports strategic plan goals #1.1, 3.1, 3.2, 3.3, and 3.4 by helping Metro to target infrastructure and service investments toward those with the greatest needs and enhancing communities and lives through mobility and access to opportunity. Implementation of the equity platform framework is an explicit recommended action under the goals 1.1 and 3.3, and it supports actions under 3.1, 3.2, and 3.4.

## **NEXT STEPS**

Staff will continue reporting on milestones achieved on agency equity actions and provide overall updates on an ongoing basis, as appropriate.

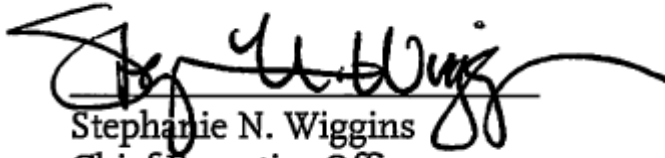
## **ATTACHMENTS**

Attachment A - Equity Platform Overview  
Attachment B - Advisory Body Member Demographics  
Attachment C - CBO Partnering Strategy

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Stephanie N. Wiggins  
Chief Executive Officer

# We're working to eliminate disparities and expand access and mobility for all.

## EQUITY PLATFORM Overview



**Metro**

**Metro is committed to providing equitable service and project delivery, policymaking, and resource distribution. This means accounting for the different histories, challenges and needs of communities across LA County.**

**Transportation infrastructure, programs, and service investments must be targeted toward those with the greatest mobility needs first, in order to improve access to opportunity for all.**

## Equity Platform

Since 2020, there has been a spotlighting of the systemic racism, anti-Blackness, and broader injustices in America, which stems from discriminatory housing policies, exclusionary zoning, disproportionate law enforcement, infrastructure investments, and environmental burdens. While Metro has done much to support diversity, inclusion, and equity, even before 2020, we know we must do more to combat systemic racism and the socioeconomic inequities that exist in our region.

Metro's Equity Platform, adopted by the Metro Board in 2018, is a framework that guides how the agency works to address inequities and create more equitable access to opportunity through four main areas of action.

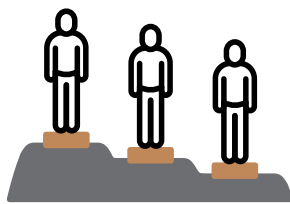
These areas are called the pillars of the Equity Platform:

- > Define and Measure
- > Listen and Learn
- > Focus and Deliver
- > Train and Grow

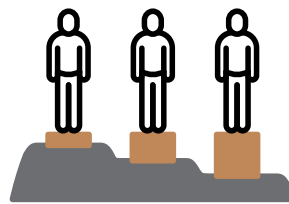
The Equity Platform is designed to inform, shape and guide every facet of the agency's business, on a continuing basis, to shape projects, investments, and new initiatives.

The platform is not a singular task or process that will be completed, but rather an agency commitment to incorporate equity into all facets of Metro's decision-making and budget allocation, and genuinely engage impacted communities in our processes, while continuously pursuing equitable outcomes in everything we do.

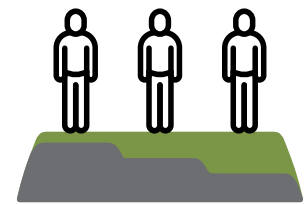
**Equality is not the same as equity, and ultimately we're striving for justice.**



**EQUALITY**

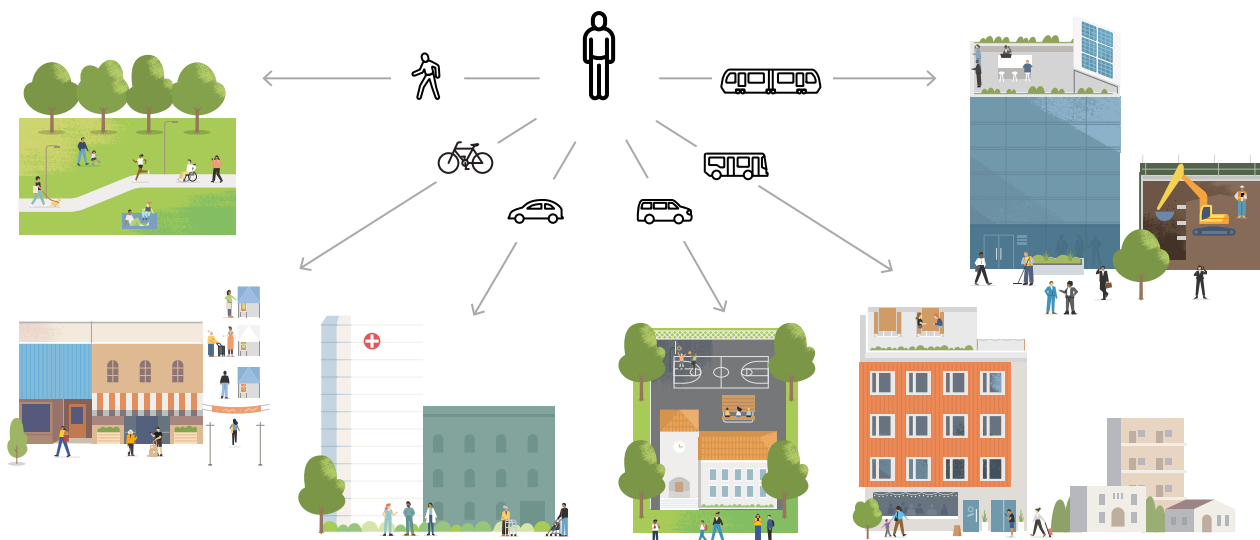


**EQUITY**



**JUSTICE**

**Metro recognizes that vast disparities exist in access to opportunities, including jobs, housing, community resources, healthy communities and mobility options. Transportation is an essential lever to enabling access and improving quality of life for LA County.**



## Four Pillars



### 1: DEFINE AND MEASURE

To ensure equity, we must both understand it and define how it's measured, thus this pillar embraces the key task of defining and measuring "equity" as it relates to Metro's work.

*At Metro: Equity is both an outcome and a process to address racial, socio-economic and gender disparities, to ensure fair and just access – with respect to where one begins and the capacity to improve from that starting point – to opportunities, including jobs, housing, education, mobility options and healthier communities. Equity is achieved when one's outcomes in life are not predetermined, in a statistical or experiential sense, on their racial, economic or social identities; and it requires community-informed and needs-based provision, implementation and impact of services, programs and policies that reduce and ultimately prevent disparities.*

Metro created a community designation called Equity Focus Communities (EFCs) to help us identify where transportation needs are greatest. EFCs consider where there are higher concentrations of resident and household demographics associated with mobility barriers (low-income households earning less than \$60,000 per year; Black, Indigenous, or People of Color (BIPOC) populations; and households that do not have a car). While the EFC category designation identifies the highest equity need communities at a macro level, Metro will work to measure and understand community conditions and priorities at the service, program and project level throughout our work. *See last page for the 2022 EFC Map.*

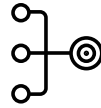


### 2: LISTEN AND LEARN

Metro is working to improve its efforts to listen and learn from the communities that we serve. We recognize that to increase access to opportunities for all, we must understand how to increase access for those who face barriers. No matter our intent, we will not be successful unless we work to address their needs first. Metro can only serve those with the greatest needs by understanding their needs through intentional listening.

Authentic listening and learning requires meaningful engagement. Community-driven conversations are essential, but they require trust. *In order for Metro to build trust, the agency must intentionally collaborate and listen to community experiences.* Our engagement efforts must also work to ensure that community members are left feeling heard,

reflected and respected. Hence, Metro must work to show how community input informs and shapes our decisions, actions, and investments.



### 3: FOCUS AND DELIVER

The Focus and Deliver pillar centers needs-based analyses to plan, build, invest and operate in a manner that removes barriers and supports increased access to opportunity for all. The Equity Platform is focused on results and change over time. Thus, Metro is developing tools to consistently identify disparities, their root causes, and strategies to address them, while improving access to opportunity for all.

Additionally, this pillar recognizes Metro's role as a partner in advancing equitable outcomes. There are areas outside of Metro's direct purview, including in housing, public health and economic development, that intersect with transportation and shape access to opportunities and life outcomes. *Metro must be a partner in addressing these issues through creating new partnerships and advancing existing relationships with local partners.*



### 4: TRAIN AND GROW

This pillar focuses on Metro as an organization and recognizes that successful implementation of the Equity Platform requires commitment, education and training, and prioritization of the pillars across Metro at all levels and in all departments.

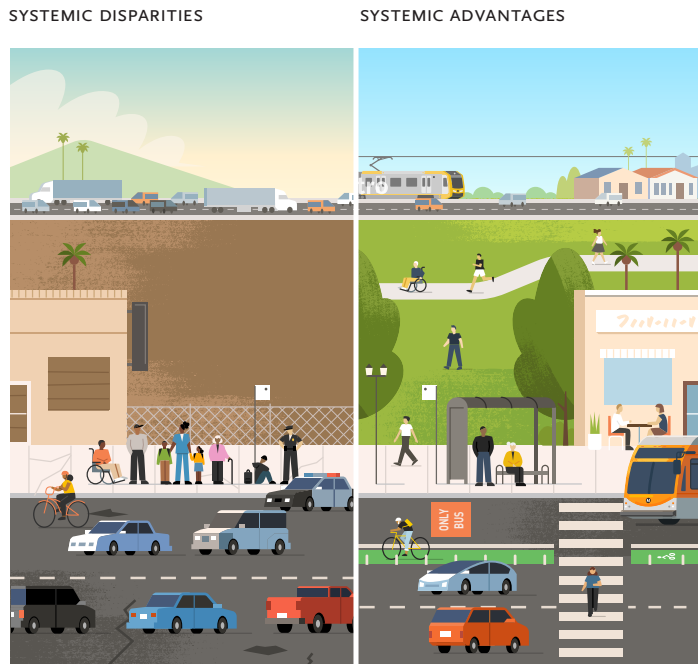
*We are committed to equity, as well as diversity and inclusion.* It's important that our agency staff reflects the diversity of the region and that we have an inclusive culture that encourages and respects the contributions of our diverse staff. Additionally, all staff must understand equity and their role in advancing and prioritizing it in their work. This will require training and activities to educate staff about existing disparities and inequities, as well as a framework for incorporating what is learned into our processes, programs, and policies in a way that eliminates those disparities and inequities.

We recognize our work must be iterative, and continued learning, consistent analysis, and adaptive approaches are key to facilitating more equitable processes and delivering and supporting more equitable outcomes.

Under the Equity Platform, we are working to identify and implement projects or programs that *reduce and ultimately eliminate disparities in access to opportunities*. Metro is committed to leading and partnering with others to create a more just society.

The following four graphics conceptualize how two disparate communities might fare under different scenarios.

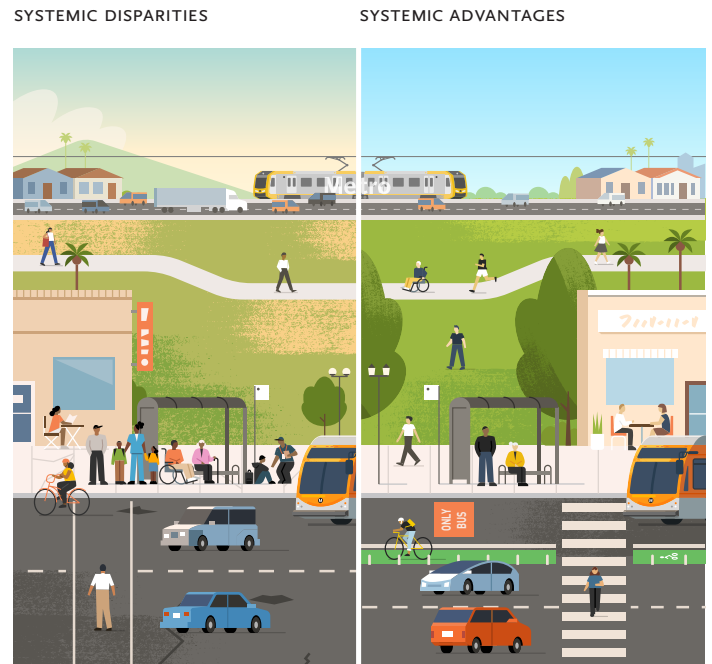
## HISTORICAL INEQUITY



Over time, *inequitable investment and service* can create vast disparities between communities. These disparities are visible in:

- > Air quality
- > Traffic congestion
- > Mobility
- > Housing
- > Open space options
- > Food access
- > Quality infrastructure
- > Few community development opportunities

## EQUALITY



“Equal” service and improvements to both communities does not account for underlying historic inequities and fails to reduce all disparities.

We strive for *equality of outcomes*, where everyone has equal opportunity, access, and rights. However, to reach *equality*, our approach must prioritize *equity* to counter systemic inequalities.

While some conditions may be improved, “equal” improvements may result in insufficient interventions, such as bus service and/or shelters that do not meet demand, or crosswalk, sidewalk and other infrastructure that is of poor quality in historically underserved communities.



## EQUITY

SYSTEMIC DISPARITIES



SYSTEMIC ADVANTAGES



*Equitable investments* consider existing disparities and can effectively reduce disparities between communities. Transit service, station amenities, and safety infrastructure meets the needs of the historically underserved community above.

However, because systemic inequities persist like a lack of affordable housing, accessible jobs, or other barriers that prevent people from being able to live in or access other communities, this scenario also requires ongoing intervention to maintain *equitable outcomes*.

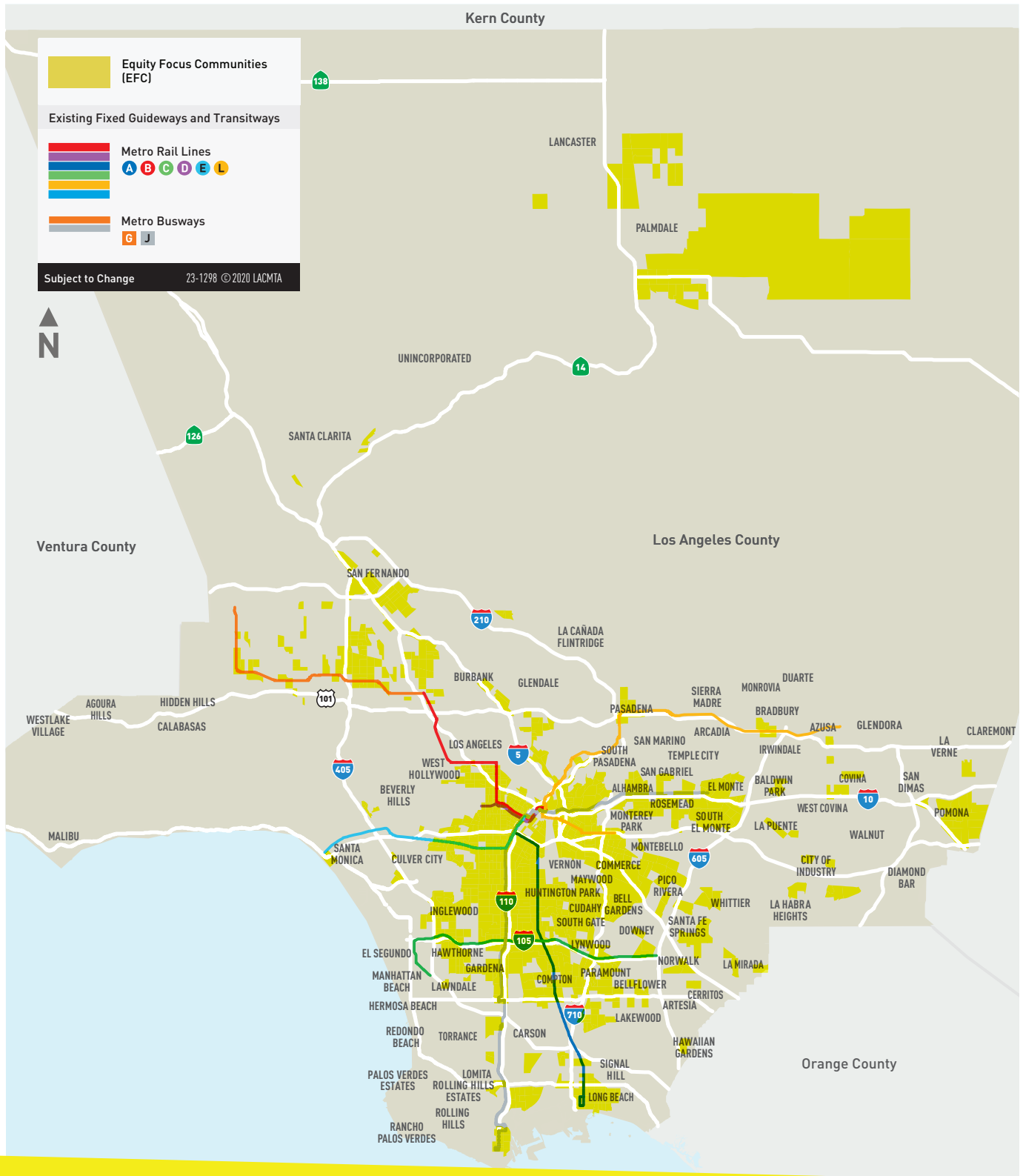
## JUSTICE

SYSTEMIC JUSTICE



We strive for *justice* to achieve communities where underlying barriers are removed, all people enjoy access to opportunities, and disparities do not exist.

# METRO-DESIGNATED EQUITY FOCUS COMMUNITIES



## CONTACT US

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 One Gateway Plaza, MS 25-1  
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# Appendix B – Advisory Body Demographic Survey

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# Advisory Body Demographic Survey

This is a voluntary survey intended to gather demographic data on advisory body members to help Metro determine if participation is representative of Metro's ridership and Los Angeles County population. All questions are optional to complete. The collection and tracking of demographic data will also assist Metro in complying with the Federal Transit Administration's Title VI Circular 4702.1B. **The information gathered will be kept confidential.**

Advisory body: \_\_\_\_\_

Metro administrative staff name: \_\_\_\_\_

Member name and/or ID number: \_\_\_\_\_

Survey completion date: \_\_\_\_\_

1. What is your gender identity?

- Woman
- Man
- Non-Binary/non-conforming
- Other *(Please specify.)*

\_\_\_\_\_

2. What is your age?

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- Over 65

3. What is your race or ethnic identification?

*(Check all that apply.)*

- Latino/Hispanic
- Black/African American
- White/Caucasian
- Asian/Pacific Islander
- American Indian/Alaska Native
- Other *(Please specify.)*

\_\_\_\_\_

4. What is your household's total annual earnings?

- Under \$5,000
- \$5,000 - \$9,999
- \$10,000 - \$14,999
- \$15,000 - \$19,999
- \$20,000 - \$24,999
- \$25,000 - \$34,999
- \$35,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000-\$149,999
- \$150,000 or more

# Metro Advisory Bodies

Committee Name	Survey Respondents	Committee Size	Response Rate
Community Advisory Council	11	21	52%
Accessibility Advisory Committee	11	11	100%
I-710 Task Force	17	17	100%
Independent Citizen's Advisory and Oversight Committee – Prop A and C (ICAOC)	N/A	N/A	
Local Service Councils	45	45	100%
Measure M Independent Taxpayer Oversight Committee***	2	4	50%
Measure R Independent Taxpayer Oversight Advisory Body***	N/A	N/A	
Metro Sustainability Council	11	25	44%
Office of Extraordinary Innovation Advisory Board	21	21	100%
Policy Advisory Council (PAC)	19	50	38%
Public Safety Advisory Committee (PSAC)	10	16	63%
Technical Advisory Committee (TAC)	14	35	40%
Transportation Business Advisory Council (TBAC)	9	15	60%
<b>Total</b>	<b>170</b>	<b>260</b>	<b>64%</b>

\*\*\* Individual Measure M Committee Data table results were excluded to ensure the anonymity of committee members given the committee size. Results are included in the aggregate All Advisory Boards Survey Results table below. In addition, no data was collected from the Measure R Independent Taxpayer Oversight Committee or the Independent Citizen's Advisory and Oversight Committee – Prop A and C (ICAOC).

## All Advisory Body Survey Results

### Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
66	92	1	10	1	N = 170 Respondents
39%	54%	1%	6%	1%	
66	92	1	100	1	N = 260 Advisory Members <b>Overall Response Rate: 65%</b>
25.38%	35.38%	0.38%	38.48%	0.38%	

### Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
0	4	24	30	36	35	26	15	N = 170 Respondents
0.00%	2.35%	14.12%	17.65%	21.18%	20.59%	15.29%	8.82%	
0	4	24	30	36	35	26	105	N = 260 Advisory Members
0.00%	1.54%	9.23%	11.54%	13.85%	13.46%	10.00%	40.38%	

**Race and Ethnic Identification:**

Latino/Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	American Indian/Alaskan Native	No Data Available	Other	
61	20	69	23	0	5	4	N = 170* Respondents
35.88%	11.76%	40.59%	13.53%	0.00%	2.94%	2.35%	
61	20	69	23	0	95	4	N = 260 Advisory Members
23.46%	7.69%	26.54%	8.85%	0.00%	36.54%	1.54%	

\*Several individuals identified and selected more than one Race/Ethnic Identification

**Household's Total Annual Earnings:**

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K– \$149,000	\$150K or more	No Data	
1	1	0	3	2	2	8	11	8	37	57	40	N = 170 Respondents
0.59%	0.59%		1.76%	1.18%	1.18%	4.71%	6.47%	4.71%	21.76%	33.53%	23.53%	
1	1	0	3	2	2	8	11	8	37	57	130	N = 260 Advisory Members
0.38%	0.38%		1.15%	0.77%	0.77%	3.08%	4.23%	3.08%	14.23%	21.92%	50%	

# Accessibility Advisory Committee

## Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
1			10		N = 11 Respondents
9.09%			90.91%		
					N = 11 Advisory Members <b>Overall Response Rate: 100%</b>

## Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
							11	N = 11 Respondents
							100%	
								N = 11 Advisory Members

## Race and Ethnic Identification:

Latino/ Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	American Indian/Alaskan Native	No Data Available	
4		5			4	N = 11 Respondents
36.36%		45.45%			36.36%	
						N = 11 Advisory Members

\* Three individuals identified and selected more than one Race/Ethnic Identification

## Household's Total Annual Earnings:

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K- \$149,000	\$150K or more	No Data	
											11	N = 11 Respondents
											100%	
												N = 21 Advisory Members

# Community Advisory Council

## Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
5	6				N = 11 Respondents
45.45%	54.55%				
5	6		10		N = 21 Advisory Members <b>Overall Response Rate: 52%</b>
23.81%	28.57		47.62%		

## Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
	1	2	2	5		1		N = 11 Respondents
	9.09%	18.18%	18.18%	45.45%		9.09%		
	1	2	2	5		1	10	N = 21 Advisory Members
	4.76%	9.52%	9.52%	23.81%		4.76%	47.62%	

## Race and Ethnic Identification:

Latino/ Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	American Indian/Alaskan Native	No Data Available	
5	4	3	2			N = 11* Respondents
45.45%	36.36%	27.27%	18.18%			
5	4	3	2		10	N = 21 Advisory Members
24%	19%	14%	10%		48%	

\* Three individuals identified and selected more than one Race/Ethnic Identification

## Household's Total Annual Earnings:

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K- \$149,000	\$150K or more	No Data	
						1	1	2	4	3		N = 11 Respondents
						9.09%	9.09%	18.18%	36.36%	27.27%		
						1	1	2	4	3	10	N = 21 Advisory Members
						4.76%	4.76%	9.52%	19.05%	14.29%	47.62%	



# I-710 Task Force

## Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
11	4	1		1	N = 17 Respondents
64.71%	23.53%	5.88%		5.88%	
					N = 17 Advisory Members <b>Overall Response Rate: 100%</b>

## Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
	3	5	1	2	4	2		N = 17 Respondents
	17.65%	29.41%	5.88%	11.76%	23.53%	11.76%		
								N = 17 Advisory Members

## Race and Ethnic Identification:

Latino/ Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	American Indian/Alaskan Native	Other	
12	2	2	2		1	N = 17* Respondents
70.59%	11.76%	11.76%	11.76%		5.88%	
						N = 17 Advisory Members

\* Two individuals identified and selected more than one Race/Ethnic Identification

## Household's Total Annual Earnings:

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K- \$149,000	\$150K or more	No Data	
1					2	3	4	2	2	1	2	N = 17 Respondents
5.88%					11.76%	17.65%	23.53%	11.76%	11.76%	5.88%	11.76%	
												N = 17 Advisory Members

# Local Service Councils

## Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
14	29				N = 45 Respondents
32.56%	67.44%				
					N = 45 Advisory Members <b>Overall Response Rate: 100%</b>

## Age\*:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
		8	9	7	8	9	4	N = 45 Respondents
		18%	20%	16%	18%	20%	9%	
								N = 45 Advisory Members

## Race and Ethnic Identification:

Latino/ Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	No Data Available	Other	
18	5	15	5			N = 45 Respondents
41.86%	11.62%	34.88%	11.62%			
						N = 45 Advisory Members

## Household's Total Annual Earnings\*:

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K- \$149,000	\$150K or more	No Data	
			2			3	4	1	8	6	21	N = 45 Respondents
			4.44%			6.67%	8.89%	2.22%	17.78%	13.33%	46.67%	
												N = 45 Advisory Members

\*Tables above represent aggregate data from Gateway Cities Service Council, San Fernando Valley Service Councils, San Gabriel Service Council, South Bay Service Council, and Westside/Central Service Council.

# Metro Sustainability Council

## Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
2	9				N = 11 Respondents
18.18%	81.82%				
2	9		14		N = 25 Committee <b>Overall Response Rate: 44%</b>
8%	36%		56%		

## Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
			3	4	2	2		N = 11 Respondents
			27.27%	36.36%	18.18%	18.18%		
			3	4	2	2	14	N = 25 Advisory Members
			12%	16%	8%	8%	56%	

## Race and Ethnic Identification:

Latino/ Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	No Data Available	Other	
1		5	4		1	N = 11 Respondents
9.09%		45.45%	36%		9.09%	
1		5	4	14	1	N = 25 Advisory Members
4%		20%	16%	56%	4%	

## Household's Total Annual Earnings:

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K- \$149,000	\$150K or more	No Data	
									2	7	2	N = 11 Respondents
									18.18%	63.64%	18.18%	
									2	7	16	N = 25 Advisory Members
									8%	28%	64%	

# Office of Extraordinary Innovation Advisory Board

## Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
5	16				N = 21 Respondents
23.81%	76.19%				
					N = 21 Committee <b>Overall Response Rate: 100%</b>

## Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
		2	2	6	7	4		N = 21 Respondents
		9.52%	9.52%	28.57%	33.33%	19.05%		
								N = 21 Advisory Members

## Race and Ethnic Identification:

Latino/ Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	No Data Available	Other	
2	2	15	3		1	N = 21* Respondents
9.52%	9.52%	71.43%	14.29%		4.76%	
						N = 21 Advisory Members

\* One individual identified and selected more than one Race/Ethnic Identification

## Household's Total Annual Earnings:

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K– \$149,000	\$150K or more	No Data	
								1	3	16	1	N = 21 Respondents
								4.76%	14.29%	76.19%	4.76%	
												N = 21 Advisory Members

# Policy Advisory Council (PAC)

## Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
10	9				N = 19 Respondents
52.63%	47.37%				
10	9		31		N = 50 Advisory Members <b>Overall Response Rate: 38%</b>
20%	18%		62%		

## Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
		2	4	4	6	3		N = 19 Respondents
		10.53%	21.05%	27.05%	31.58%	15.79%		
		2	4	4	6	3	31	N = 50 Advisory Members
		4%	8%	8%	12%	6%	62%	

## Race and Ethnic Identification:

Latino/ Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	American Indian/Alaskan Native	No Data Available	
5	2	11	2			N = 19* Respondents
26.3%	10.53%	57.89%	10.53%			
5	2	11	2		31	N = 50 Advisory Members
10%	4%	22%	4%		62%	

\* One individual identified and selected more than one Race/Ethnic Identification

## Household's Total Annual Earnings:

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K– \$149,000	\$150K or more	No Data	
			1	1		1			7	8	1	N = 19 Respondents
			5.26%	5.26%		5.26%			36.84%	42.11%	5.26%	
			1	1		1			7	8	32	N = 50 Advisory Members
			2%	2%		2%			14%	16%	64%	

# Public Safety Advisory Committee (PSAC)

## Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
6	4				N = 10 Respondents
60%	40%				
6	4		6		N = 16 Committee <b>Overall Response Rate: 63%</b>
37.50%	25%		37.50%		

## Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
		4	3	2	1			N = 10 Respondents
		40%	30%	20%	10%			
		4	3	2	1		6	N = 16 Committee
		25%	18.75%	12.50%	6.25%		37.50%	

## Race and Ethnic Identification:

Latino/ Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	No Data Available	Other	
3	3	2	1		1	N = 10 Respondents
30%	30%	20%	10%		10%	
3	3	2	1	6	1	N = 16 Committee
18.75%	18.75%	12.50%	6.25%	37.50%	6.25%	

## Household's Total Annual Earnings 10%

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K- \$149,000	\$150K or more	No Data	
				1			1	1	6	1		N = 10 Respondents
				10%			10%	10%	60%	10%		
				1			1	1	6	1	6	N = 16 Committee
				6.25%			6.25%	6.25%	37.50%	6.25%	37.50%	

# Technical Advisory Committee (TAC)

## Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
5	9				N = 14 Respondents
35.71%	64.29%				
5	9		21		N = 35 Committee <b>Overall Response Rate: 40%</b>
14.29%	25.71%		60%		

## Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
		1	6	2	4	1		N = 14 Respondents
		7.14%	42.86%	14.29%	28.57%	7.14%		
		1	6	2	4	1	21	N = 35 Advisory Members
		2.86%	14.14%	5.71%	11.43%	2.68%	60%	

## Race and Ethnic Identification:

Latino/ Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	No Data Available	Other	
2		10	2		1	N = 14 Respondents
14.29%		71.43%	14.29%		7.14%	
2		10	2	21	1	N = 35 Advisory Members
5.71%		28.57%	5.71%	60%	2.86%	

## Household's Total Annual Earnings:

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K- \$149,000	\$150K or more	No Data	
								1	3	8	2	N = 14 Respondents
								7.14%	21.43%	57.14%	14.29%	
								1	3	8	23	N = 35 Advisory Members
								2.86%	8.57%	22.86%	65.71%	

# Transportation Business Advisory Council (TBAC)

## Gender Identity:

Woman	Man	Non-Binary/ Non-Conforming	No Data Available	Other	
2	7				N = 9 Respondents
22.22%	77.78%				
2	7		6		N = 15 Advisory Members <b>Overall Response Rate: 60%</b>
13.33%	46.67%		40%		

## Age:

Under 18	18-24	25-34	35-44	45-54	55-64	65+	No Data Available	
				4	3	2		N = 9 Respondents
				44.44%	33.33%	22.22%		
				4	3	2	6	N = 15 Advisory Members
				26.27%	20%	13.33%	40%	

## Race and Ethnic Identification:

Latino/ Hispanic	Black/African American	White/Caucasian	Asian/Pacific Islander	No Data Available	Other	
4	2	1	3			N = 9* Respondents
44.44%	22.22%	11.11%	33.33%			
4	2	1	3	6		N = 15 Advisory Members
26.67%	13.33%	6.67%	20%	40%		

\* One individual identified and selected more than one Race/Ethnic Identification

## Household's Total Annual Earnings:

Under \$5K	\$5K – \$9,999	\$10K– \$14,999	\$15K – \$19,999	\$20K – \$24,999	\$25K– \$34,999	\$35K – \$49,999	\$50K– \$74,999	\$75K– \$99,999	\$100K– \$149,000	\$150K or more	No Data	
	1						1		1	6		N = 9 Respondents
	11.11%						11.11%		11.11%	66.67%		
	1						1		1	6	6	N = 15 Advisory Members
	6.67%						6.67%		6.67%	40%	40%	



# We're fostering collaboration with local communities.

## COMMUNITY-BASED ORGANIZATION PARTNERING STRATEGY Elements for Successful Partnering in Professional Services



**Metro**

SPRING 2021

# Acknowledgments

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Metro Marketing

## Commenters

IDEAL CDC  
Willowbrook Inclusion Network (WIN)  
Stephen Wise Temple & Schools  
Prevention Institute  
Legacy LA Youth Development Corporation  
Casa 0101  
West Angeles Church - Youth Center  
Long Beach Area Chamber of Commerce  
Westwood Village Improvement Association  
Chinese Historical Society of Southern California  
Los Angeles Baha'i Center  
Los Angeles River State Park Partners  
Educating our youth and doing field trips for camps.  
Sherman Oaks Homeowners Association (SOHA)  
Investing in Place  
Climate Resolve  
Lutheran Social Services  
The Library Store/Library Foundation of Los Angeles  
El Centro de Ayuda  
East Side Riders Bike Club  
New Antioch Church  
Little Tokyo Service Center  
Liberty Hill Foundation  
Inner-City Arts - Holli Hornlien  
Lutheran Social Services of Southern California  
Los Angeles County Bicycle Coalition  
Mamia Educational Center  
Long Beach Gray Panthers  
Asian American Drug Abuse Program, Inc.  
Playa Vista Job Opportunities and Business Services  
First Christian Church  
Move LA  
Community Health Councils, Inc.  
Girls Today Women Tomorrow  
Los Angeles LDC  
Anahuak youth sports association  
Champions for Progress (Faithful Central CDC)  
Watts/Century Latino Organization  
Brentwood Community Council  
Housing Rights Center  
St. John the Baptist Social Services  
Chrysalis  
ACT-LA

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# We've created a plan for partnerships.

## Introduction

Metro's Community-Based Organization (CBO) Strategy Recommendations establishes consistent and equitable processes for Metro to utilize across the agency when directly or indirectly engaging CBOs for professional services.

This plan will be a living document and is a direct response to an existing need for improving internal efficiencies and effectively partnering with CBOs when professional services and compensation are involved.

The plan will establish consistent and clear parameters for partnering with CBOs to leverage internal and external expertise and lessons-learned resulting in efficiencies, cost savings and strengthening our relationships with CBOs based on a shared understanding of partnership, trust and respect. This document presents recommendations to move Metro in this direction.

At the conclusion of the strategy development process, approved recommendations become "Action Steps" of the final CBO Partnering Strategy Plan.

## Background

Community-based organizations (CBOs) are a vital part of the economy, social service networks and communities that are served by Metro. Furthermore, they are key players in civic life, public policy and public program provision. Metro partners with Community-based Organizations (CBOs) in a variety of ways and for diverse purposes. A sampling of these partnerships have included conducting community outreach through a door-to-door walking campaign on the Purple Line Extension Project, community bike classes through the Metro Bike Share program and serving as project contractors or subcontractors on Metro's A Line (Blue) First/Last Mile: A Community-based Process and Plan and a wide range of projects and programs, which include Metro Art. Recognizing the importance of these partnerships, Metro intends to further its collaborations with CBOs and align its guiding goals and principles on community engagement as outlined in the Vision 2028 Strategic Plan, Metro's 10-year strategy for increasing transit ridership and Metro's Equity Platform Framework.

Metro's adoption of the Equity Platform Framework was a recognition of its influential role in the region and commitment to participate in reversing the "vast disparity among neighborhoods and individuals in LA County in their ability to see and seize opportunity – be it jobs, housing, education, health, safety or other essential facets of thriving in vibrant, diverse communities." The Equity Platform Framework also elevated CBO collaboration as a key method for advancing equity in the region.

Metro's CBO partnerships to date and future partnership opportunities extend beyond the scope of this plan. For example, the plan does not address matters of procedural equity and advisory councils. This plan is a starting point and builds on lessons learned and best practices intended to advance equity by leveraging the expertise and value that CBOs bring to Metro projects and, most critically, to local communities by outlining how Metro can equitably and consistently, engage CBOs for professional services. Therefore, partnership in this plan, is specific to when a CBO is engaged and compensated by Metro to provide professional services.

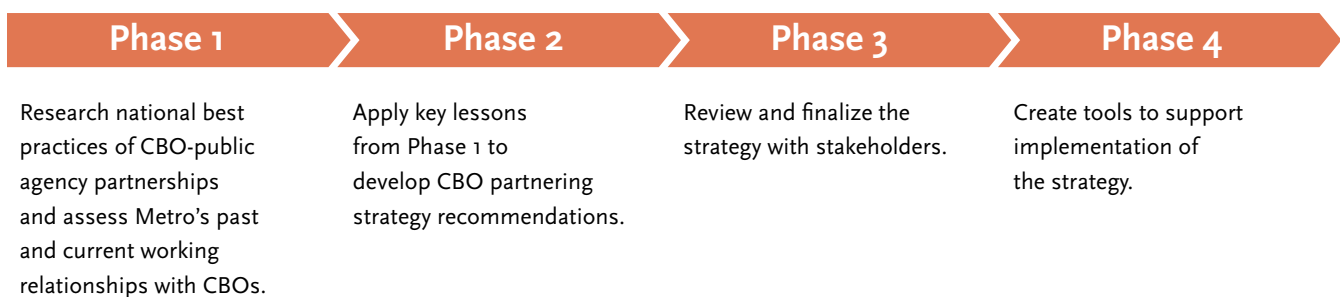
Historically, Metro departments approached CBO partnering in different ways, creating inconsistencies and in some cases inequities in CBOs' access to information and contracting opportunities. Metro's disparate approaches to CBO partnership creates confusion and can be taxing for CBOs to navigate, especially if they have relationships or engagements with multiple Metro departments. Furthermore, while many CBOs have relevant skills and unique knowledge that would make them competitive for Metro contracts, the comprehensive RFP submission process can be daunting and quite distinct from the grant application process for which most CBOs are more accustomed.

Our goal is to consistently use clear and equitable structures and strategies to partner with CBOs across the entire agency.

The strategy and tactics explained herein seek to align and improve the coordination between Metro's existing CBO partnerships and to standardize processes across the agency to create guidelines and tools for potential professional services partnerships. In turn, the strategy provides CBOs with clarity regarding how to do business with Metro along with expectations. These partnerships can help CBOs scale their impact, advance their organizational missions, expand their networks and in some cases increase their resources and funding. Metro is hopeful that well-executed CBO partnerships have the capacity to bolster the public's trust in the agency, enhance cultural competency, expand outreach and engagement capacity and ultimately enhance system quality by leveraging the insights and capabilities of community-based entities.

## Project Phases

The CBO Partnering Strategy was developed in four phases:



## Best Practices Research

The best practices research included a nationwide literature review of CBO partnership strategies, a scan of public agency reports and interviews with Public Agencies to identify existing CBO and public agency partnerships, as well as an internal scan of existing Metro-CBO partnerships, programs and initiatives. While addressing when, if and how to pay CBOs for their efforts is a key component of the best practices research and ultimately, the strategy; the research team did not limit inquiry to compensated CBO partnerships but rather studied and learned from the full universe of CBO collaborations in the hopes of enhancing all forms of CBO partnerships at Metro (paid and unpaid).

## Key Findings of Best Practices Research

People define “community-based organization” in a variety of ways. Thus, the best practices interviews, focus groups and literature review led to the following definition:

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A community-based organization (CBO) is an organization\* with a mission to improve the environmental, economic, social, cultural and/or quality of life conditions of a common community of interest.

*\*The term “organization” should be broadly interpreted and can encompass groups with formal legal status and unregistered groups, such as block clubs, or other groups that may not have a legal designation yet are still organized to work on collective efforts to benefit their community.*

---

There are many examples of how public agencies partner with CBOs to conduct an array of activities from information dissemination to community engagement and consultation on transit planning to workforce development activities. Similarly, there is a broad range of potential CBO partnership structures and compensation models that are used across the nation that range from informal agreements to formal contractor roles. Each CBO engagement category has a sliding payment scale that is rarely well defined and often implemented multiple ways within the same agency.

The research revealed an overarching consensus that collaborating with CBOs in the planning and operations of public agencies increases equitable outcomes, public participation, and can foster trust between the community and public agencies. Even so, there are a number of challenges for both public agencies and CBOs that must be addressed in order to foster mutually beneficial collaborations. Some of the challenges that the public agency and CBO must overcome to engage in a successful partnership include ensuring that the CBO and the public agency have compatible work cultures; streamlining processes to minimize logistical hurdles for CBOs (e.g. procurement process, reporting protocols and submitting invoices); and overcoming mistrust and prior antagonistic relationships.

All of the interviews, agencies profiled and CBO feedback demonstrate that many public agencies have well-developed CBO partnerships for specific purposes, (e.g., standardized ad-hoc stipend relationships for community engagement activities) but none have developed a standard for contracting with CBOs across departments and functions or developed agency-wide structures or protocols. Furthermore, every source consulted emphasized an interest in a replicable model for an agency-wide partnering approach. Thus, Metro is leading a groundbreaking effort that has the potential to leave an enduring mark on how public agencies approach CBO partnership.

Collaborating with CBOs in the planning and operations of public agencies increases equitable outcomes, public participation and can foster trust between the community and public agencies.

# There are many ways we partner.

Metro partners with CBOs in a variety of ways and on various subjects ranging from arts and culture to workforce development. These activities fall into 10 overarching engagement categories and mirror the common ways that public agencies across the nation engage CBOs. Each of these categories could include a range of levels of effort and partnering methods from informal collaboration to formal contracting relationships.

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## Disseminate Information

Refers to instances when a public agency shares information with CBOs and requests that the CBOs disseminate the information to their members. CBOs typically add an announcement to their existing newsletters or websites, send emails to their listservs, place flyers in high-traffic areas in their buildings, such as lobbies, and/or provide the public agency with a booth at an event to share information with attendees.

---

## Advise and Consult

This category refers to instances when CBOs provide input on agency-sponsored programs, projects or initiatives. Advising roles for CBOs range from attending a focus group or community forum, to more time-intensive engagements, such as participating in standing committees or working groups that meet throughout the lifespan of a project.

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## Promote Agency Services

Under this category, CBOs do targeted recruitment and outreach to increase the likelihood that their members will use agency services or enroll in agency programs. Helping their members enroll in fare access programs for people who are lower income, have disabilities, or are otherwise under-represented, such as Metro's LIFE program, are common ways that CBOs promote agency services. Other examples include conducting trainings for transit users, such as travel training for seniors or providing safety information for students in area schools.

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## Community Engagement

Community engagement is a form of outreach that aims to meaningfully integrate the insights of the community members who will be directly impacted by an agency-sponsored project into the design and implementation of the project. CBOs may be asked to advise the public agency on its community engagement approach, to administer surveys, host community events, and in some instances, may be contracted to conduct door-to-door canvassing.



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### Use of Transit Stations

Under this category, transit agencies collaborate with CBOs to reimagine and diversify the uses of transit station properties for programs, such as farmers' markets, art installations, musical presentations and other community gatherings or events.

### Arts and Culture

CBOs can help transit agencies develop regional arts and cultural frameworks that include meaningful engagement and visual and cultural opportunities. For example, CBOs can help to ensure that the public art in the transit system reflects the essence of the site-specific community and commission community artists to develop art installations.

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### Economic Development

Within transit, CBOs support Economic Development efforts by advising the agency on how to conduct infrastructure improvements in a way that will also develop the local economy and might work with the transit agency to mitigate community concerns during construction. Under this category, the public agency often works with CBOs, chambers of commerce and business improvement districts, community development corporations, as well as many other community- and faith-based organizations.

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### Provide Educational Services

Public agencies often partner with local schools, community colleges and youth development CBOs to provide educational programming and services related to its core functions. For example, a transit agency may provide educational tours of rail maintenance facilities in partnership with a local school district.

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### Workforce Development

In a workforce development engagement, the public agency will often partner with a public workforce system (e.g., American Job Centers funded through the U.S. Department of Labor) and CBOs to connect job seekers with employment opportunities at the public agency. Depending on the focus of the initiative, the public workforce system may contract CBOs to identify job seekers from hard-to-reach populations, such as women, lower-income residents or formerly incarcerated individuals. CBOs may at times also provide customized job readiness trainings for new hires.

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### Coordinate Referrals to Supportive Services

Under this category, the agency coordinates with CBOs to establish "on-call" systems that connect transit users in distressed circumstances with supportive services. For instance, more transit agencies are forging partnerships with CBOs to connect transit riders who are experiencing homelessness with local services, such as food assistance and housing support. In these partnerships, a CBO may often support with identifying the needs and facilitate the coordination of the various partners who can meet the needs, such as other county, city, or state entities.

# Best practices make for better partners.

## Essential Elements

The following elements of successful CBO partnering were identified and vetted through the best practices research conducted during phase 1 of this project. Every element herein was mentioned by multiple sources during the national best practices scan, internal working group meetings, CBO focus groups and expert interviews. These elements are essential to the creation and implementation of an effective CBO partnership and are reflected in the recommendation included in the next section.

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### Mission Alignment

Intentionally naming and reinforcing the common values and goals that both the agency and the CBO(s) collaborating on a project share.

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### Clear Expectations and Accountability

Establishing a clear scope of work, roles, expectations, desired outcomes, timeline and delegation of decision-making authority and continuingly revisiting them throughout the course of the project.

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### Opportunities to Build Capacity

Building CBOs' capacity to successfully bid, secure and manage public contracts and training public agency staff about community programs and how to effectively partner with the CBO community.

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### Address Cultural Barriers

Acknowledging preexisting tensions that may impact the CBO(s) and public agency's collaboration, addressing them and committing to adopting mindsets, behaviors and tools that will facilitate collaboration moving forward.

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### Central Partnerships Manager

Identifying a primary point of contact within the public agency that manages, tracks and facilitates CBO relationships.

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### Comprehensive CBO Database

Creating and maintaining a searchable central database of all CBO partners.

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### Standardized Menu of CBO Partnership Templates

Developing a library of templates for documents that formalize the most common partnership models (e.g., Memoranda of Understanding (MOUs), Memoranda of Agreement (MOAs), grants and contracts).

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### Flexibility

Even while introducing more structure to CBO engagements, upholding a commitment to flexibility to accommodate the unique needs of the CBOs and the public agency.

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### Transparent Communication

Adopting communication protocols that can address challenges as they arise, prevent miscommunication, yet are also efficient and facilitate team members' work.

## Levels of Effort

The level of effort and resources that CBOs and public agencies dedicate to executing the activities within an engagement category can also range from small scale efforts to deeper engagements. This CBO Engagement Continuum in the appendix (Appendix A) describes the escalating levels of effort that a CBO may contribute to a Metro project or initiative.

## Best Practices Summary

This document presents the culminating recommendations of an extensive research, listening and development process that included:

- > Nationwide literature review of documents and online materials regarding public agency partnerships with CBOs;
- > External interviews with public and transit agency staff;
- > Internal review of Metro programs and initiatives;
- > Internal Metro employee interviews;
- > Consultation with an internal metro working group comprised of Metro staff members representing various departments that frequently partner with CBOs;
- > Internal Metro employee survey
- > CBO focus groups and interviews; and
- > CBO survey to collect feedback

# We have seven strategies for success.

## Recommendations

Seven CBO partnering recommendations were developed and designed with internal and external input to ensure that Metro can consistently use clear and equitable structures and strategies to partner with CBOs across the entire agency. These seven recommendations fall into two categories:

### 1. Internal Metro Systems Changes

Adjustments to enhance how Metro operates internally and with CBOs in order to improve CBO partnering. These elements are essential to developing, implementing and sustaining agency-wide CBO partnering structures at Metro.

### 2. Build CBO Capacity to Navigate and Partner with Metro

Many existing processes and systems at Metro can be leveraged to support CBO partnering and engagement. These recommendations explain how to build the capacity of CBOs by helping them navigate these existing systems.

## These recommendations are:



Establish a Central Point of Contact



Develop and Maintain CBO Data



Establish Compensation Criteria



Create a Resource Library



Craft a Partnership Charter



Train Our Collaborators



Provide Guidance for Growth



## Recommendation 1: Establish a Central Home for the CBO Partnering Strategy

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### Overview

Identify a primary point of contact within Metro who tracks, consolidates and enhances CBO relationships and supports all Metro departments in coordinating their CBO partnerships. The lead could increase efficiencies for Metro through cost-savings, streamlined communications and uniform operations.

This centralized lead will ensure consistency in partnering structures across Metro departments, build awareness on the diversity of CBO expertise, serve as a subject matter expert on CBO partnering activities for Metro departments and lead and/or monitor the implementation and evaluation of the CBO partnering strategy. Finally, when challenges or roadblocks arise, the lead would be accountable for addressing them in a timely fashion.

Ideally, one Metro department serves as the lead for the implementation of the CBO partnering strategy, rather than a committee because leadership by committee often results in confusion and lack of follow through. The lead will, however, coordinate and convene an internal implementation committee to ensure that the recommendations are rolled out uniformly across departments and are also responsive to the needs of every department. At a minimum, this committee should include Planning, the Office of Equity and Race, Vendor/Contract Management, the Office of Extraordinary Innovation, Procurement, Communications and Diversity & Economic Opportunity Department (DEOD).

### Key responsibilities of the lead include:

- > Convene an internal implementation committee
- > Lead the process for establishing goals and measures and tracking implementation progress
- > Establish landing page/online hub for information on CBOs partnerships, contracting, training, etc.
- > Manage and/or monitor the comprehensive CBO partner database
- > Provide key support to Metro staff to facilitate the adoption of new tools, programs and processes
- > Outreach to and educate the CBO community about opportunities (or manage others to do this)

- > Track and ensure that equitable CBO partnering structures are implemented across the agency
- > Interface with Procurement and other Metro departments as a subject matter expert

### Intended Outcomes

- > Centralize, coordinate and streamline CBO partnership efforts
- > Limit duplication of efforts
- > Ensure implementation occurs
- > Provide a lead to whom CBOs and Metro staff can direct CBO partnering questions and inquiries

### Implementation – How to Pilot

#### STEP 1

Assign interim CBO Partnering Strategy Lead.

#### STEP 2

Confirm the Metro staff who will serve on the internal implementation committee and hold first meeting.

#### STEP 3

Establish landing page/online hub for information on CBOs partnerships, contracting, training, etc.

#### STEP 4

Review lead's workload and determine viable staffing allocations based on budget.

### Appendices: Tools Related to This Recommendation

#### APPENDIX B

Sample job description and responsibilities of the lead.

#### APPENDIX C

Description of Internal Implementation Committee.



## Recommendation 2: Develop and Maintain CBO Partner Database/Portal

### Overview

Create and maintain a searchable centralized database/portal of CBO partners in order to consolidate CBO contact information within multiple departments, ensure uniform and consistent communication, provide a platform to track CBO relationships and a method through which to promote equitable inclusion. A centralized database/portal of all CBO partners is essential to the creation and maintenance of an agency-wide CBO partnering strategy. The database/portal can be a powerful tool that increases equity by communicating opportunities for partnership based on predetermined categories rather than on pre-existing relationships.

The database/portal will be supplemented by purchasing and including a database pull of nonprofit agencies in Los Angeles from GuideStar. GuideStar is a trusted public database that includes all nonprofit 501c3 organizations across the nation. GuideStar has thoroughly attributed relevant NAICS codes to all of the organizations in its database so they can be used to identify potential collaborators and contractors for relevant scopes of work at Metro. A GuideStar Pro Plus custom data pull and subscription costs \$10,000 annually and will help to ensure that Metro's CBO outreach is equitable and includes all nonprofit 501c3 organizations in LA County. This custom data pull would have to transpire annually or every other year because nonprofit data frequently changes.

On top of the base GuideStar data, Metro would invite CBOs, regardless of legal 501c3 status, to enroll in the CBO partner database/portal and provide their relevant information, including capabilities, expertise, service area, NAICS codes, etc. This database/portal can then be used to send all opportunities (compensated and uncompensated) directly to all CBOs. The database/portal could also be shared with prime contractors that intend to partner with CBOs.

Given the ever-changing landscape of CBOs, the CBO partner database/portal should be updated annually. This can be accomplished by annually emailing all nonprofits on the database/portal and asking them to submit any updates via an online survey. Furthermore, the GuideStar database should be repurchased/updated every two years. Finally, Metro should train staff on how to use the database/portal.

### Intended Outcomes

- > Centralize CBO contacts in one place that the entire agency can use
- > Reduce duplication of efforts
- > Improve communication and efficiency
- > Ensure that the CBOs Metro engages more accurately reflect LA County's diverse communities
- > Create a tool that prime contractors can use to identify potential CBO partners

### Implementation

#### STEP 1

Purchase GuideStar subscription and do a one-time data-pull for LA County non-profits.

#### STEP 2

Align the database/portal to Metro's existing platforms using internal IT support (e.g. Perhaps integrate GuideStar database resources into Metro's existing FIS Vendor Services website).

#### STEP 3

Inform CBOs about the voluntary database/portal, benefits of enrolling and self-enrollment process.

#### STEP 4

Train a pilot group of relevant Metro staff on how to use the CBO database/portal.

#### STEP 5

Evaluate the effectiveness and use of the database/portal with the pilot group and improve accordingly.

#### STEP 6

Train all Metro staff on how to use the database/portal.

### Appendices: Tools Related to This Recommendation

#### APPENDIX D

Overview of the database/portal fields and the underlying dropdown menu that CBOs would populate.



## Recommendation 3: Use an Assessment Checklist to Determine Compensation

### Overview

As stated in the introduction of this document, Metro partners with CBOs in a variety of ways and for diverse purposes. In addition, Metro has also procured CBOs to perform professional services that have included conducting community outreach through a door-to-door walking campaign on the Purple Line Extension Project, community bike classes through the Metro Bike Share program and serving as project contractors or subcontractors on Metro's Blue Line First/Last Mile: A Community-Based Process and Plan and Metro Art construction banner projects..

Recognizing the importance, expertise and value that CBOs can lend to Metro projects, this recommendation provides a standardized compensation assessment tool that can be used to help Metro staff determine when the activities that Metro staff requests of CBOs should be compensated for the CBOs contributions (deliverables) on a project, program or initiative. This is separate and apart from a CBOs engagement on Metro projects as a stakeholder. Metro will not compensate individuals or groups to engage through opportunities open to the public in Metro plans, programs and processes and provide feedback on these efforts as a general stakeholder.

The Compensation Assessment Tool (Tool) does not have a score and is not meant to replace a procurement process. Rather it is an informal tool to support Metro staff to better understand the value CBOs provide and identify if and when a level of work that Metro is requesting of a CBO should be considered for compensation. This will ensure that when appropriate, CBOs are engaged consistently and equitably.

The assessment should be considered when:

- > A project is initiated (e.g. when a statement of work is drafted) and Metro expects CBOs to perform services with deliverables;
- > A project is underway and Metro expects CBOs to perform services with deliverables;
- > A project is underway and CBO participation could provide added value and Metro expects CBOs to perform services with deliverables.

### How to determine when to compensate CBOs

These methods and processes will be standardized by utilizing the following compensation assessment tool to determine if and when the activities that Metro is requesting of CBOs should be considered for compensation and training staff on how to use the tool.

Note that in order for a CBO to be paid directly by Metro they must be a registered vendor with Metro, have a formal legal entity such as a Non-Profit 501(c)3. Pending registrations or applications to obtain IRS nonprofit status will not be accepted. Those without legal status can participate through partnership with other entities as a subcontractor.

### Intended Outcomes

- > Ensure that CBOs are equitably compensated for work they perform
- > Demonstrate value of CBOs expertise in the same way Metro values contractors conducting similar scope of work
- > Provide Metro staff with a tool to understand if and when the activity requested of a CBO should be compensated
- > Provide transparency and increase trust between Metro and the CBO community

### Implementation – How to Pilot

Even with this additional guidance, interpreting and applying the criteria will be subjective so the criteria needs to be supplemented with training and case studies to strengthen alignment among Metro staff.

#### STEP 1

Identify a pilot group of Metro staff and train them on how to use the criteria.

#### STEP 2

Support and monitor implementation in the department that was trained.

#### STEP 3

Evaluate implementation of the pilot.

#### STEP 4

Adjust criteria accordingly.

#### STEP 5

Formally Launch criteria agency-wide.



## Compensation Threshold Assessment Tool Checklist

<input type="checkbox"/> <b>Metro Goals</b>	The work to be completed is aligned with Metro's goals and priorities.
<input type="checkbox"/> <b>Services</b>	Contractors, including CBOs, provide similar services to Metro (e.g. translation or other form of unique services) and contractors would expect payment for the activities that Metro is requesting of CBOs.
<input type="checkbox"/> <b>Costly</b>	The work is a distinctive "ask" from Metro and one in which Metro expects the CBO to submit specific, measurable deliverables for projects, programs and initiatives (e.g. Facilitate a community meeting outside of already-held community meetings scheduled, write a report).
<input type="checkbox"/> <b>Unique</b>	<p>The organization has unique capacity that Metro needs and/or can enhance Metro's work. Elements or characteristics that could be considered include:</p> <ul style="list-style-type: none"> <li>&gt; Neighborhood/Community: Does the CBO serve and have expertise and/or access to a given community or set of communities that Metro is targeting? Will the organization provide value-added based on its connections and knowledge of the community and ability to perform quality work there?</li> <li>&gt; Race/Culture: Does the CBO represent, serve or have particular expertise in working with a particular racial or cultural group or groups? Does this context make the CBO uniquely able to conduct work that Metro needs in relation to one or more such groups?</li> <li>&gt; Language: Does the CBO represent a language community or have expertise in a language for which Metro needs expertise. For instance, does Metro need materials translated or outreach to members of a language group or groups that the given organization can best support?</li> <li>&gt; Barrier(s) and Life Challenges: Does the CBO represent a given population or have a unique set of services that help address needs of certain populations that Metro serves, such as homeless individuals, low-income residents, unemployed Angelenos, people with disabilities or another group?</li> <li>&gt; Service Model or Menu of Services: Does the CBO deliver other services which are unique and needed to support the given Metro project. Does the organization have a broad reach and ability to disseminate information particularly well? Are they "embedded" in multiple communities or deeply in a given community that allows them to reach a broad audience?</li> <li>&gt; Site: Do they have particularly attractive sites/locations to hold Metro events successfully?</li> </ul> <p>* Note that this is not making a case to sole source</p>



## Recommendation 4: Establish an Internal Library of Resources and Sample Templates for CBO Partnering

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### Overview

Metro has compensated CBOs through traditional procurements (as prime and subcontractors), through stipends (check requests) and through grant programs. This recommendation calls for assembling an internal library of resources and sample templates for CBO partnering, procurement, contracting and grant programs and train Metro staff to utilize these consistently across the agency. These resources can then support staff to assess the best program and payment mechanism, including those who are writing Statements of Work and want to include language about the value of the CBO sector. The tools will also be used to clarify existing partnership structures and ensure that they are used uniformly across the agency. This recommendation is essential to the success of the CBO partnering strategy but will only be effective if Metro staff are trained in the new templates and processes. The training for Metro staff is covered in Recommendation 6.

### 1. Sample Letter of Agreement

Develop sample Letter of Agreement (LOA) for work that is outside of the standard model for professional services contracts. These are suitable for situations where Metro and a CBO set a mutually beneficial arrangement and do not exchange funds. Examples include jointly planned events or partnerships developed through Metro's Community Education Field Trip program.

### 2. Check Request Protocol

Educate Metro staff about the check request protocol that can be used to provide small stipends for light-touch activities and one-time limited engagements in compliance with Metro Accounting Procedures & Guidelines (ACC-01). Metro employees can request a check for under \$3,000 if it is not for professional services, if another contractor is not currently under contract to do that work and if a justification memo is signed by the chief of the department.

### 3. Internal Resources

Assemble an internal library of resources and sample templates for CBO partnering, procurement, contracting, grant programs and lessons learned summaries for each project, once complete. These tools provide a lessons learned compilation that catalogs CBO partnership tools and best practices, as well as key challenges that previous Metro-CBO partnerships encountered and the approaches and tools that supported them. Having access to a resource like this promotes ongoing learning and ideally prevents Metro staff and CBO partners from continually re-creating the wheel.

### Intended Outcomes

- > Standardize partnership and payment processes and protocols
- > Provide Metro staff with sample language and resources

### Implementation – How to Pilot

#### STEP 1

Develop internal resource library and work samples.

#### STEP 2

Identify a Metro project team that is working closely with CBOs on a project and have them use the library of resources.

#### STEP 4

Identify additional tools desired and revise existing tools based on pilot.

#### STEP 5

Formally launch internal library and train staff.

### Appendices: Tools Related to This Recommendation

#### APPENDIX E

Includes the beginning of a library of internal resources, including: RFO sample with CBO partnering language; draft language about how Metro values and encourages CBO participation.



## Recommendation 5: Use a Standard CBO Partner Chartering Process

### Overview

Institute a standardized CBO partner chartering process when launching CBO partnerships. This is an intentional onboarding process that outlines expectations, shared values, where missions align, where missions do not align, agreed upon principles, such as “agree to disagree” and how to work through challenge.

The process is modeled after the “Program Charter” protocol Metro’s Planning Department piloted in its First/Last Mile efforts to ensure that there is mission alignment at the onset of a CBO partnership. The documents and processes support successful partnerships and help partnerships respectfully end when necessary.

The chartering process establishes the following:

#### **Mission alignment of the agency and partnering CBO to establish a mutually beneficial relationship.**

Mission alignment is essential because it creates a foundation of shared goals that are common to both the agency and the CBO(s). Mission alignment does not mean that all facets of missions will align, but rather that there is sufficient overlap to work on targeted projects together.

#### **Shared values.**

Similar to mission alignment, partners do not have to fully adopt each other’s value, but rather determine that there is sufficient overlap in values to work on targeted projects together.

#### **How to work through challenges.**

Partners anticipate the obstacles and conflicts they may encounter, identify ways to respond constructively and commit to adopting mindsets and behaviors that would facilitate collaboration in order to make the partnership most impactful.

#### **Working agreements.**

Key principles for how they will work together, such as “agree to disagree.”

#### **Mutually effective communication channels.**

Channels that are efficient, yet also allow for the relevant input of all entities.

#### **Outline a clear scope of work, partner roles, project timeline and desired outcomes.**

To establish clear expectations for all parties. When there is a lack of clarity around roles and scope, partners can be over- or under-utilized, which may create a sense of being taken advantage of or being undervalued. Clear outcomes and expectations provide the accountability needed to build effective partnerships, conduct projects together, and then measure the success of the partnership based on the outcomes outlined in the scope.

#### **Agreement to evaluate the quality of partnerships mid-way and at the end of the project.**

#### **Understand what it means to act as an agent for Metro and what constitutes a conflict of interest.**

This includes outlining what are appropriate actions that a CBO can participate in and the trade-offs while engaged in a Metro contract.

## Intended Outcomes

- > Ensure consistency – when Metro staff engages and partners with CBOs, they do so equitably and consistently
- > Improve collaboration between Metro staff and CBO partners
- > Develop a process through which constant improvement is possible

## Implementation – How to Pilot

### STEP 1

Identify a Metro project team to pilot the chartering process.

### STEP 2

Train relevant Metro staff on how to use the CBO partner chartering process.

### STEP 3

Implement and evaluate effectiveness.

## Appendices: Tools Related to This Recommendation

### APPENDIX F

Template for a project charter worksheet, facilitators guide for leading the chartering process, and a sample project charter.



## Recommendation 6: Train Metro Staff How to Effectively Partner with CBOs

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### Overview

Educate Metro staff about the value of working with CBOs and train them on how to effectively partner with CBOs, as well as the various payment mechanisms that are available to assess which format best aligns with a project needs and allows for equitable CBO participation. Supplement existing Metro trainings with customized modules on CBO partnering. The modules provide an orientation on the CBO landscape and the assets and expertise therein, as well as introduce newly developed tools to assist with CBO partnering, such as templates for partnership agreements and a partnership chartering process. Human Capital and Development (HC&D) has the background and expertise in training Metro staff, however, deep subject matter expertise related to CBO partnering lies outside of Metro. Therefore, Metro may need to eventually procure an external trainer, such as a CBO or CBO-focused intermediary with subject matter expertise, that is not on HC&D's bench of trainers for some of these trainings.

Training topics will include:

- > An introduction to the CBO landscape
- > Definition of a CBO
- > Unique expertise in the CBO sector and vital nature of their work in communities
- > Benefits of CBO partnership for Metro
- > How to use the CBO database
- > Asset mapping a community
- > Building organizational cultural competence to effectively partner with CBOs
- > How to use the project chartering process to set a strong foundation
- > How to identify, acknowledge and address power imbalances in a partnership
- > CBO procurement and contracting best practices
- > Understanding CBO budget structures and managing payment, invoices, etc.
- > Resources to refer CBOs to for additional guidance, training and technical assistance

### Intended Outcomes

- > Increase awareness among staff of the unique knowledge, value, skills, capabilities and assets in the CBO sector, as well as an understanding of the constraints faced by CBOs when partnering with large public agencies, such as working on a reimbursement basis and complying with liability insurance requirements
- > Ensure equity and consistency when Metro staff engage and partner with CBOs
- > Teach Metro staff to use the tools and resources developed for this project

### Implementation – How to Pilot

#### STEP 1

Develop internal staff trainings.

#### STEP 2

Identify Metro department/lead that will project manage and coordinate trainings.

#### STEP 3

Pilot and improve trainings.

#### STEP 4

Digitize trainings to scale training access and participation.



## Recommendation 7: Build CBO's Capacity to Partner with Metro

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### Overview

Leverage the existing Metro Connect program and curricula that provides training and support to diverse and small businesses interested in contracting with Metro and facilitate CBO inclusion. Modify some existing Metro Connect modules so that they are tailored for a CBO audience that may not be as familiar with traditional procurement processes and terminology. Similar to small and disadvantaged businesses, nonprofits range in size and sophistication and they have many of the same needs that are addressed by the Metro Connect program, the Small Business Administration (SBA) and similar disadvantaged business programs and certifications. Nonprofits need the same guidance and technical assistance to navigate contracting opportunities, understand how to apply for the opportunities and be able to craft winning proposals. Ideally, workshops are provided quarterly in the community at CBO locations by staff who are trained to deliver the content.

### Training topics will include:

- > Doing business with Metro
- > Introduction to Metro and types of work procured
- > How to register as a vendor with Metro
- > How to register on the Metro CBO partner database
- > How to search for and find relevant RFPs and how to use NAICS Codes
- > Partnership opportunities – how to partner with other firms to win
- > How to submit a proposal
- > What it means to be act as an agent for Metro and what constitutes a conflict of interest (see Appendix G)
- > Proposal Writing 101
- > How to convey your CBO's expertise
- > How to develop a work plan, project schedule and evidence of capacity including staff qualifications
- > How to develop a budget and calculate true fixed-cost rates
- > What contract terms are negotiable

## Recommendation 7 continued

In addition to these capacity-building trainings, Metro would:

### Promote Consultant Benches

Promote open Metro consultant benches to CBOs on the CBO database.

### Foster Collaboration

Include and invite CBOs to meet-and-greet events between primes and current bench consultants to foster collaboration (possibly host meet-and-greet events for scopes that would benefit from additional CBO inclusion).

### Secure and Manage Contracts

Connect CBOs to external capacity-building resources that enhance their capacity to successfully secure and manage public contracts. LA County has many entities that train and provide technical assistance to CBOs. Examples of CBO capacity-building entities, include Community Partners, Center for Nonprofit Management, California Community Foundation, Liberty Hill Foundation and LA County Procurement Technical Assistance Center (PTAC).

### Develop Strategic Partnerships

Develop strategic partnerships with regional umbrella organizations that can serve as a prime contractor on projects that would benefit from multiple CBOs. The umbrella organization should be a local institution that builds CBO capacity and has a history of disseminating funds to CBOs to conduct a scope of work activities. The entities can then disseminate funds to CBOs in the form of grants or subcontracts, depending on the CBOs' capacities and perhaps provide additional funding to cover indirect costs associated with building their capacity, such as obtaining insurance. This would address CBOs constraints in complying with Metro's insurance requirements and working on a reimbursement basis.

### Apply Best Practices

Align countywide CBO partnering efforts by working with the Los Angeles County Office of the CEO Office of Strategic Partnerships to collaborate on concurrent CBO strategies and apply best practices and lessons learned.

## Intended Outcomes

- > Train CBOs on how to engage in Metro procurement and contracting
- > Facilitate CBO participation in Metro procurement
- > Increase awareness among CBOs of the opportunities available through Metro contracts

## Implementation – How to Pilot

### STEP 1

Develop workshop content and train Metro Connect trainers how to deliver the content.

### STEP 2

Host a three-series CBO training through Metro Connect and evaluate reception.

### STEP 3

Host three meet and greets and invite CBOs. Then follow up with primes to assess outcomes.

## Appendices: Tools Related to This Recommendation

### APPENDIX G

Conflicts of Interest are evaluated by the Los Angeles County Metropolitan Transportation Authority ("Metro") on a case-by-case basis.

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# We have a clear path forward.

The CBO strategy will have a phased implementation informed by available resources (funding for professional services and staffing) and a keen eye to the most impactful activities that can establish a firm foundation for ongoing, future implementation. Given the uncertainty that the COVID-19 pandemic has introduced and the resultant impact on Metro's resources, staff time and funding projections, a phased implementation and/or piloted activities on a small scale are most viable in the near-term. Phased implementation will provide Metro with the opportunity to pilot, learn and improve upon each recommendation.

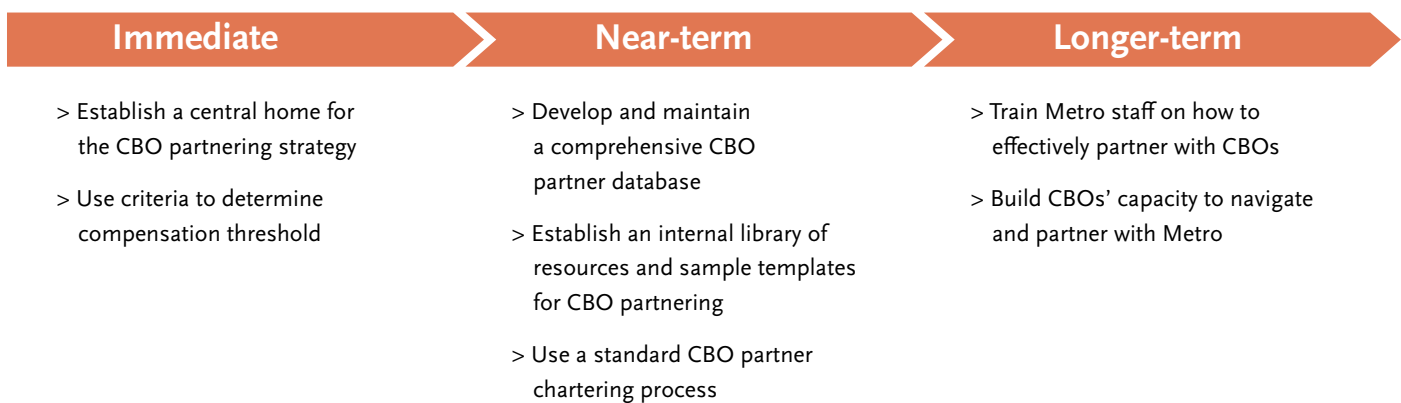
## Selecting Measures of Success

Every effective strategy includes measures of success that are then used to track progress towards meeting the strategy's overarching goal. Adopting measures of success for the CBO Partnering Strategy Plan will support Metro's efforts to:

- > Infuse accountability and transparency into the CBO partnering project, thereby fostering and strengthening trust between Metro, the CBO community and the communities the CBOs represent and/or to which they are connected.
- > Evaluate the effectiveness of implementation and improve processes through regular analysis of trends and using data to adjust the strategy as needed to achieve the intended outcome.

The first year of the Strategy's implementation will function as a pilot period. In order to assess the viability of the various recommendations key measures of success need to be established and tracked throughout the pilot implementation year. Regular progress reports will assist in monitoring the degree to which desired outcomes are achieved and provide transparency and accountability. These pilot measures of success will be grounded in the Equity Platform Framework pillars.

## Proposed Sequence for Implementation





## Conclusion

Metro has increased CBO partnerships across the entire agency. These partnerships, such as the Metro A Line (Blue), have resulted in improved program delivery that has garnered Metro national recognition. At the core, Metro/CBO partnerships have been driven by a shared objective of serving the public and ensuring that the voices of Metro transit riders and underrepresented and high-need communities were brought to the forefront to inform improved, equitable outcomes. The value of this interface and the expertise that has been of direct benefit to Metro and the public cannot be understated. The CBO strategy establishes a formalized system for partnering with CBOs that is consistent across the agency and aligned with Metro's Equity Platform.

The CBO strategy establishes clear and consistent parameters for Metro to continue partnering with CBOs, as appropriate, by formalizing partnership structures and developing mutually beneficial, equity-focused relationships that bring real and tangible benefits to the agency, CBOs and Los Angeles region.

# Appendices

## Appendix A: Community-Based Organization (CBO) Engagement Continuum

The CBO engagement continuum describes the escalating levels of effort that a CBO may contribute to a Metro project or initiative (with additional effort, come justifications for compensation.)

Levels	Description of CBO's Role	Activities CBO Performs	Metro Example
<b>1. Receive Information</b>	<b>Receives information from agency</b> CBO receives information, such as an email announcement, a brochure or the contents of a presentation; CBO is not asked to react or provide any feedback.	<ul style="list-style-type: none"> <li>&gt; Reads brochure/informational literature</li> <li>&gt; Receives email updates</li> <li>&gt; Listens to presentation(s)</li> </ul>	Component of all Communications & Community Education efforts
<b>2. Disseminate Information</b>	<b>Provides information to constituents</b> CBO receives information AND circulates it to its constituents or facilitates Metro's direct interaction with its constituents.	<ul style="list-style-type: none"> <li>&gt; Adds an announcement/info to its newsletters and/or website</li> <li>&gt; Sends email to list-serve</li> <li>&gt; Allows flyers to be placed in lobby or other space on premise</li> <li>&gt; Provides agency with a booth at event</li> </ul>	Component of all Communications & Community Education
<b>3. Participate</b>	<b>Facilitates activities on behalf of the agency</b> CBO goes beyond simply giving information and does targeted outreach to increase the likelihood that their constituents will use Metro services or enroll in Metro programs.	<p>Assists their constituents to:</p> <ul style="list-style-type: none"> <li>&gt; Completes agency's surveys or to submit comments</li> <li>&gt; Attend agency-sponsored events or field trips</li> <li>&gt; Enrolls in Metro-sponsored programs (e.g. internships, workforce development programs, etc.)</li> <li>&gt; Accesses fare reduction initiatives and teaches others to enroll</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Recruitment for E3 Teacher Externship</li> <li>&gt; Recruitment for WIN-LA (or other WD effort)</li> <li>&gt; Field Trip (e.g. San Fernando Valley residents ride L Line (Gold))</li> <li>&gt; Reduced TAP card programs</li> </ul>
<b>4. Advise/Consult</b>	<b>Provides feedback and insights</b> Engagements can range from "light-touch" one-time events, such as attending a focus group, to longer-term commitments, like participating in committees that meet continuously throughout the lifespan of a project.	<ul style="list-style-type: none"> <li>&gt; Attends focus groups</li> <li>&gt; Attends community forums</li> <li>&gt; Provides feedback on approach, methods and/or content agency is developing for the population the CBO serves</li> <li>&gt; Serves on a committee</li> </ul>	<ul style="list-style-type: none"> <li>&gt; All committees advising planning and constructions projects</li> <li>&gt; Transit to Parks Strategic Plan Committee</li> <li>&gt; Policy Advisory Committee</li> <li>&gt; Metro Arts Advisory Groups</li> </ul>
<b>5. Execute/Do Work</b>	<b>Contributes a portion of the labor for an effort</b> CBO contributes a portion of the labor for an effort that is uniquely positioned to provide.	<ul style="list-style-type: none"> <li>&gt; Provides venue for event (may include security, staffing, tech support)</li> <li>&gt; Provides translation</li> <li>&gt; Facilitates a community meeting</li> <li>&gt; Completes door-knocking</li> <li>&gt; Complete community engagement activities (e.g. organizes forum, facilitates focus group)</li> <li>&gt; Delivers training (including workforce dev.)</li> <li>&gt; Writes report that informs agency work</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Purple Line Door-Knocking campaign</li> <li>&gt; BEST (biking classes)</li> <li>&gt; Blue Line First/Last Mile: A Community-Based Process and Plan</li> </ul>
<b>6. Co-Create/Co-Manage/Co-Decide</b>	<b>Partners with agency from start to finish of an effort</b> CBO and Metro share an equal stake in the project and agree to share decision-making.	<ul style="list-style-type: none"> <li>&gt; Jointly designs, plans and executes work</li> <li>&gt; Co-decides key pieces of the work</li> </ul>	<ul style="list-style-type: none"> <li>&gt; WIN-LA</li> <li>&gt; SEED-LA Transportation School</li> <li>&gt; San Fernando Valley Fun-Run on G Line (Gold)</li> </ul>

## Appendix B: Job Description

### Lead for CBO Partnering Strategy

#### Job Summary

Tracks progress towards CBO partnering strategic goals; develops, implements and project manages programs associated with the CBO partnering strategy; builds awareness of and encourages the use of CBO programs; and serves as a subject matter expert on CBO partnering activities for Metro departments.

#### Duties and Responsibilities

- > Convene a successor to the Internal Working Group (IWG) to inform implementation of the CBO partnering strategy
- > Lead the process for establishing goals and baseline metrics for CBO partnering
- > Track progress of the CBO partnering strategy implementation
- > Manage the comprehensive CBO partner database, validate the database, publicize it and support Metro staff in utilizing the resource
- > Conduct targeted outreach to address gaps in the CBO partner database (e.g. if the database lacks representation from the San Gabriel Valley, recruit CBOs in that area to enroll)
- > Conduct targeted outreach to educate the CBO community about opportunities
- > Support staff training and technical assistance to support expanding knowledge, understanding and expertise across Metro on partnering with CBOs
- > Publicize existing Community Relations liaisons as point people per region to support open communication
- > Interface with Procurement as a subject matter expert on CBO contracting and partnering

#### Essential Knowledge and Abilities

- > Knowledge required for and applied in the performance of job tasks
- > Theories, principles and best practices for collaboration with community-based organizations (CBOs), multi-stakeholder partnerships and public relations
- > Protocols, structure and functioning of local government and public agencies
- > Metro's transit system
- > Metro's procurement and contracting system
- > Group dynamics and community organizing techniques
- > Research and analytical techniques, methods and procedures
- > Report presentation methods
- > Social media applications
- > Applicable business software applications

#### Skill in (defined as the proficient manual, verbal, or mental utilization of data, people or things):

- > Communicating effectively orally and in writing
- > Representing Metro before the public and delivering presentations to community stakeholders
- > Coordinating and facilitating community meetings and events
- > Holding peers accountable for commitments to projects
- > Analyzing situations, troubleshooting, recommending solutions and evaluating outcomes
- > Exercising sound judgment and creativity in making recommendations
- > Interacting professionally with various levels and departments of Metro employees and outside representatives

**Ability to (defined as a present competence to perform an observable behavior or produce an observable result):**

- > Design, implement and manage internal and external programs
- > Relate to diverse community members
- > Represent Metro before the public
- > Write clear comprehensive reports
- > Analyze situations, troubleshoot, recommend solutions and evaluate outcomes
- > Coordinate multiple projects and meet critical deadlines
- > Understand, interpret and apply relevant policies, laws, regulations and contracts
- > Read, write, speak and understand English

**Minimum Qualifications**

A combination of education and/or experience that provides the required knowledge, skills and abilities to perform the essential functions of the position. Additional experience, as outlined below, may be substituted for required education on a year-for-year basis. A typical combination includes:

**Education**

Bachelor's degree in Communications, Journalism, Marketing, or a related field

**Experience**

Five years of relevant experience performing community relations and project management work

**Certifications/Licenses/Special Requirements**

- > A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions
- > Ability to understand and speak a language other than English a strong plus
- > Must be willing to be on call and work some evenings and weekends

## Appendix C: Committee Description

### Internal Implementation Committee for CBO Partnering Strategy

The purpose of the CBO partnering strategy is to develop clear and equitable structures, strategies and guidance for CBO partnership that the entire Metro agency can utilize and implement consistently across departments and circumstances. As Metro implements the newly developed strategy, an Internal Implementation Committee, comprised of representatives from key Metro departments, will monitor the implementation of the strategy, address emerging needs and trends, update or enhance elements of the plan, lead/promote implementation activities within their respective departments and track progress towards strategic goals.

#### **Ideally, representatives from the following Metro departments participate in the Internal Implementation Committee:**

- a. Office of Equity and Race
- b. DEOD
- c. Vendor/Contract Management
- d. Communications
- e. Planning
- f. Office of Extraordinary Innovation (OEI)

#### **Members of the Metro CBO Partnering Strategy Internal Implementation Committee commit to:**

- > Attend monthly meetings for a one-year term
- > Work with their departments to gather input and share key insights with the committee
- > Report back updates and relevant information to their departments after committee meetings
- > Review drafts of work products and provide feedback
- > Actively participate in meetings and serve as a thought partner

#### **Time Commitment**

- > In-person meetings: two hours per month maximum
- > Follow-up in between meetings: two to three hours per month reviewing drafts of work products, responding to requests and inquiries and informing their departments

#### **Internal Implementation Committee members will have:**

- > Experience partnering with CBOs to implement Metro initiatives
- > An interest in the CBO sector in LA County and a commitment to strengthening its capacity to collaborate with Metro
- > Familiarity with partnership models (locally or nationally) between public agencies, non-profits, philanthropies and/or the private sector

#### **Governance**

The committee will advise. No decision-making power.

## Appendix D: Overview of CBO Partner Database Fields

### Data to Include in the CBO Partner Database

#### DATA FIELDS

- > This provides an overview of the data fields that should be included in the CBO partner database; these will be inserted into an online form that CBOs can self-fill in order to populate and update the database
- > This data can be exported from an online survey in a CSV format for easy integration
- > Data should be updated annually by sending CBOs an email asking them to update their information and/or send revisions using the survey link

#### Organization Name

##### Subregional Focus

Use Metro Long Range Transportation Plan (LRTP) Technical Document, pg 140-197, [media.metro.net/2020/LRTP-TechDoc-Final.pdf](http://media.metro.net/2020/LRTP-TechDoc-Final.pdf) (Select all relevant)

- > Arroyo Verdugo Cities
- > Central Los Angeles
- > Gateway Cities
- > Las Virgenes/Malibu
- > North Los Angeles County
- > San Fernando Valley
- > San Gabriel Valley
- > South Bay Cities
- > Westside Cities

##### Services

NAICS Codes – provide up to three (3)

- > Primary NAICS Code
- > Other NAICS Codes
- > Other NAICS Codes

#### Cause Areas

Use A-Z NTEE Codes (e.g. Transportation, Environment, Workforce Development, Health, Criminal Justice, Domestic Violence, Women, Social Welfare LGBTQ, Arts and Culture, Civic Participation, Education, Housing/Homelessness, Community Development, Technology, Youth Development, Faith Based, Non-profit Leadership, etc.)

- > Primary NTEE Code
- > Secondary NTEE Code
- > Tertiary NTEE Code

#### Type of Organization

Legal Structure

- > Non-profit 501(c)(3)
- > 501(c)(4)
- > No formal legal structure
- > Chamber of Commerce
- > Block or Neighborhood Groups
- > Trade Group
- > Faith-based Organization
- > Schools and Child Care Programs
- > Health Care Agencies
- > Foundation

#### Annual Budget

Annual Revenue (Align with Guidestar's \$\$ divisions)

- > \$0-\$49,999
- > \$50,000-\$249,999
- > \$250,000-\$999,999
- > \$1,000,000-\$9,999,999
- > \$10,000,000+

*Appendix D continued*

**Has the organization partnered with Metro in the past/present?**

> Y/N

> If Yes, then how:

- Metro has sponsored our organization
- Sat/sit on a Metro advisory council
- Special event
- Subcontractor for a Metro project
- Prime contractor on a metro project
- Other\_\_\_\_\_

**Metro project you have worked on: \_\_\_\_\_**

**Website URL: \_\_\_\_\_**

**Contact Information**

(Link with “care of” field on Guidestar database)

> First Name

> Last Name

> Title

> Email

> Phone

**Mailing Address**

> Mailing Street

> Mailing City

> Mailing State

> Mailing Zip code



## NAICS Code Supplemental Support Guide

All NAICS Codes can be found at [naics.com/search](https://naics.com/search)

Activity	Description	NAICS Code	NAICS Title	Description
<b>Disseminate Information</b>	Receive information from Metro and circulate it to members (e.g. add announcement to website, send email to list serve, place flyers in lobby, etc.)	541870	Advertising Material Distribution Services	Flyer direct distribution (except direct mail) services
<b>Promote Agency Services</b>	Conduct outreach to members to promote and increase their use of Metro services or enrollment in Metro programs (e.g. helping members enroll in Metro LIFE program)	923110	Administration of Education Programs	
<b>Advise &amp; Consult</b>	Provide input on Metro-sponsored programs, projects or initiatives (e.g. participate in community forums or advisory groups)	611710	Educational Support Services	Career and vocational counseling services
<b>Community Engagement</b>	Participate in efforts to meaningfully integrate the insights of community members who will be directly impacted by a Metro project into the design and implementation of the project (e.g. administer surveys, host focus groups, conduct door-to-door canvassing, etc.)	925120	Administration of Urban Planning and Community and Rural Development	
<b>Workforce Development</b>	Partner with Metro to connect members with employment opportunities at Metro and/or provide “up-skilling” services to Metro employees (e.g. help to recruit and/or prepare job seekers or supplement Metro’s workforce trainings, etc.)	611710	Educational Support Services	Career and vocational counseling services
<b>Coordinate Referrals to Supportive Services</b>	Coordinate with Metro to connect transit users in distressed circumstances with supportive services (e.g. housing services, food support, etc.)	624229 624210	Other Community Housing Services Community Food Services	Housing assistance agencies Community meals, social services
<b>Use of Stations</b>	Collaborate with Metro to repurpose transit station properties for additional community uses (e.g. farmers markets, art installations, musical performances or other community gatherings)	925120	Administration of Urban Planning and Community and Rural Development	Participate in Metro Art Programs
<b>Arts &amp; Culture</b>	Participate in activities related to the art and culture that is represented in Metro facilities	926110	Administration of General Economic Programs	Cultural and arts development support program administration
<b>Provide Educational Services</b>	Work with Metro to provide educational programming to students in the K-12 school system, community college, or university (e.g. field trips, class projects, teacher externships, etc.)	611710	Educational Support Services	
<b>Economic Development</b>	Engage in efforts that inform how infrastructure and transit improvements can develop the local economy of a community	925120	Administration of Urban Planning and Community and Rural Development	
<b>Professional Services Consulting</b>	Strategic planning, etc.	541611	Administrative Management and General Management Consulting Services	

## Appendix E: Library of Internal Resources

### Request for Proposals (RFPs) Sample CBO Partnering Language

Every procurement is different so there is no single template that will work for all procurements. However, several of the following paragraphs may be useful as a starting point to ensure that:

- > CBOs and all entities are aware of the CBO partnering strategy and Metro's goals in increasing its focus on work with CBOs.
- > CBOs are aware they may compete for any procurement for which they are capable of performing the work; there is no barrier precluding a CBO from contracting with Metro.
- > All entities are aware of the benefits of partnering with CBOs, for instance as sub-contractors.

#### **Draft language about how Metro values and encourages CBO participation:**

The Los Angeles County Metropolitan Transportation Authority (Metro) is developing a community-based organization (CBO) partnering strategy to establish a consistent and equitable approach to partnering with community-based organizations that serve and are focused on Los Angeles' communities. This effort stems from the Metro Equity Platform Framework that seeks to increase equity in the region. Metro already partners with community-based organizations in a variety of ways for various capacities. For example, CBOs perform work that may include, but is not limited to:

- > Disseminating information
- > Delivering programs or services for Metro
- > Conducting trainings on behalf of Metro
- > Advising and consulting with Metro including providing, facilitating or gathering stakeholder input for Metro projects or advising the agency how to improve projects
- > Conducting community engagement and outreach
- > Placing their clients into upward mobility jobs in the transportation industry

Some CBOs may perform one specialized task in support of Metro goals, while others may perform multiple tasks in the course of their work on behalf of their targeted audiences, populations or communities.

Metro recognizes that it plays an influential role in the region and has a responsibility to reverse the vast disparity among neighborhoods and residents of LA County in their ability to see and seize opportunity – be it jobs, housing, education, health, safety or other essential facets of thriving in vibrant, diverse communities. Furthermore, Metro is cognizant that equity takes collaboration; it cannot be achieved in a silo, by one organization, or by one public agency.

Creating a formalized system for partnering with CBOs is part of a larger effort to ensure Metro is advancing equity throughout LA County. By formalizing its partnership structures with CBOs, Metro can develop mutually beneficial, equity-focused relationships that build the capacity of Metro, Metro's many contractors and other partner entities and CBOs, thus increasing the resources and capacity of people served by both Metro and CBOs.

This direct community-level expertise is proven to support program success, ensure that programs are carried out in a culturally competent manner and that local needs are taken into consideration. Some of these smaller, local community-based organizations may not be able to meet the administrative requirements of county contracts but are trusted by community members and therefore best qualified for performing some community services.

For these reasons, Metro advises the following with regard to its procurements and all aspects of its contractor relationships:

- > Metro encourages CBOs to apply to be contractors directly and to work to partner with other contractors as subcontractors. As outlined in [location of various updated policies/procedures, the CBO partnering strategy site/ locations, Office of Diversity, etc.] CBOs are welcome as Metro contractors, all Metro procurements are open to CBOs equally to other private sector entities and unless otherwise specified, there is nothing precluding CBOs from serving as Metro contractors simply by the fact of their being a not-for-profit organization or CBO.
- > Metro encourages all contractors to strongly consider working with community-based organizations, both formally as sub-contractors and informally as partners on a variety of initiatives. This is in recognition that CBOs possess direct experience, relationships and expertise in the communities affected by the project. This direct community-level expertise supports the success of all Metro work, by increasing the likelihood that services and programs are carried out in a culturally competent manner, that local needs are taken into consideration, and thus, that projects are completed on time.

Metro seeks to contract with entities that can carry out the scope of work required for a given initiative, while also providing economic opportunities for people with barriers to employment and stability, including those with homelessness experience, formerly incarcerated individuals (“returning citizens”), formerly foster youth, low-income residents, recent immigrants and others. Companies or organizations responding to Metro procurements are encouraged to communicate in their project plan and partnership descriptions how they plan to provide economic opportunities and jobs to members of these and other groups. Strategies may include leveraging local community-based organizations to conduct work such as recruiting, training and supporting people with barriers to employment as potential employees on Metro-related work and beyond, conducting hiring fairs in communities, at transitional settings in conjunction with Department of Corrections and Rehabilitation or Sherriff’s office, at temporary housing facilities, etc., and otherwise serving as a source of candidates.

## Appendix F: Project Charter Process Worksheet

On [insert date], representatives of individual entities from [insert names of organization(s)] and Metro, met to kickoff contractual relationships. The meeting was intended to facilitate introductions between the entity/entities and to brainstorm ideas for the [insert name of project].

This project charter documents the vision and values of Metro and the organization(s) and will be used to set expectations and guide communication.

### Who are we?

- > [Name of organization] is a... [insert description of organization and its mission].
- > Metro is the transportation agency overseeing [insert name of project]. Metro staff are committed to Metro's Equity Platform and to honestly engage equity through four pillars: define and measure; listen and learn; focus and deliver; train and grow.

### What do we value?

Collectively as a project team, we are committed to [insert purpose and intended outcomes of project].

As a team, we share the following values and goals.

Example of values to be updated by the project team.

### Community Integrity

We are committed to acknowledging that infrastructure and design elements shape the community's identity. We also acknowledge that infrastructure investment can impact the housing market and unintentionally cause displacement. Therefore, we strive to incorporate community input and perspective to ensure community support in order to preserve community integrity.

### Environmental Sustainability

We are committed to improving quality of life by considering foreseeable impacts to the natural environment. As we make decisions about the project, we will be mindful of the needs of the present without compromising natural resources for the future.

### Safety

We are committed to improving safety outcomes of different travel modes through infrastructure and education. We will continue to educate children, parents, residents, elected officials and others on safety as a part of our project outreach and consider best practices in pedestrian and bicycle design for safe access to future stations.

## **Transparency and Trust**

We are committed to prioritizing open and inclusive dialogue even if “the going gets tough.” We will provide accurate and timely disclosure of information and ask for input on large and small decisions to build trust and team relationship.

We are committed to collaborative solutions; however, we recognize that each individual will have different perspectives and backgrounds and we may not always be in agreement. We will respect differences of opinions and not seek to undermine other entities as they pursue their organizational missions.

## **Accountability**

We are committed to fulfilling our responsibilities to each other and to the community in a timely manner. We will follow through on our commitments and when challenges arise, we will work as a team to overcome them.

## **What are our working agreements?**

We will aim to uphold the following mindsets and behaviors to facilitate our success in meeting the project's intended outcomes.

- > Start and end on time
- > Avoid assuming and ask for clarification when a question arises
- > Respond to emails within 24 hours

# Project Chartering – Facilitator’s Guide

## Desired Outcomes of Session

- > Build connection and trust among project team members
- > Identify shared values, goals and approaches to the work, as well as points of difference
- > Develop shared vocabulary
- > Align on project expectations and deliverables

## Duration

The session is designed to take two to three hours, depending on how many people participate.

## Agenda

Time	Key Activities	Notes & Materials
5 min	<b>Welcome &amp; Meeting Roles</b> <ol style="list-style-type: none"> <li>1. Identify a timekeeper and note taker for the session</li> <li>2. Review session objectives and agenda</li> </ol>	<ul style="list-style-type: none"> <li>&gt; Flip chart paper</li> <li>&gt; Markers</li> </ul>
10 – 15 min, depending on how many people participate	<b>Introductions and Check-in</b> – Invite participants to share: <ol style="list-style-type: none"> <li>1. Name, title and organizational affiliation</li> <li>2. A personal value that this project provides an opportunity to honor/live out (e.g. I value community participation and this project is focused on gathering the input of community residents)</li> <li>3. A hope they have for today’s session (e.g. I hope we create alignment and cohesion amongst the team)</li> </ol>	
8 min	<b>Community Agreements</b> – Create list of agreements that will guide our mindset and behavior for the session. What will facilitate our success in meeting the objectives of the session? Either (1) propose a list (such as the ones below), or (2) create a list together. Proposed community agreements (inspired by Restorative Justice practices): <ol style="list-style-type: none"> <li>1. Speak and listen from the heart</li> <li>2. Speak and listen with respect</li> <li>3. Say just enough</li> <li>4. Honor privacy</li> <li>5. Bring our best selves</li> </ol> Ask for Agreement to Agreements (e.g. stand up or give a thumbs up if you agree)	<ul style="list-style-type: none"> <li>&gt; Flip chart paper</li> <li>&gt; Markers</li> </ul>
3 minutes	<b>Project Charter Worksheet: Introduction</b> <ol style="list-style-type: none"> <li>1. Write the date in the project charter worksheet</li> <li>2. Read the introductory purpose statement at the top of the worksheet</li> <li>3. Pause &amp; check-in: Ask the group, “Are there any clarifying questions about the purpose?”</li> </ol>	<ul style="list-style-type: none"> <li>&gt; Copies of project charter worksheet</li> <li>&gt; A version of the project charter worksheet projected or on poster paper, so that while it is being completed and edited, the team can see it</li> </ul>
15-20 min, depending on how many people participate	<b>Project Charter Worksheet: Who are we?</b> A representative from each participating organization, briefly describes their organizational mission and the population(s) they serve	<ul style="list-style-type: none"> <li>&gt; Flip chart paper and marker or Project Charter</li> </ul>
20 min	<b>Project Charter Worksheet: What do we value?</b> <ol style="list-style-type: none"> <li>1. 3 min – Restate and note in the worksheet the project’s purpose and intended outcomes</li> <li>2. 7 min – Open brainstorm: Generate list of values (depending on size of group, each person can share the values they would like the group to uphold)</li> <li>3. 5 min – Combine and/or rephrase: Look at the full list of values and note themes, which can be combined or restated, rephrased or fine-tuned</li> <li>4. 5 min – Generate “final list”: Propose the top four to six values that will guide your work, gask for a vote and assure the group that this is a “living document” that can be updated as the project proceeds</li> </ol>	

Time	Key Activities	Notes & Materials
25 min	<p><b>Divided up into small groups to further define each value</b></p> <ol style="list-style-type: none"> <li>1. 8 min – Small group work: Define what each value means in action. Begin the statement with, “We are committed to...” (see example)</li> <li>2. 12 min – Larger group share out: Each small group shares the statement they crafted and invites feedback from the larger group</li> <li>3. 5 min – Synthesize</li> </ol>	
30 min	<p><b>Overview of Project Roles and Expectations</b></p> <p>Review the project's:</p> <ol style="list-style-type: none"> <li>1. Timeline</li> <li>2. Each organization's role and Scope of Work (SOW)</li> <li>3. Deliverables</li> <li>4. Project management tools</li> <li>5. Invoicing and monthly report procedures, resources and templates</li> <li>6. List of outside capacity building resources for CBOs</li> <li>7. How to exit the partnership/agreement</li> </ol>	<ul style="list-style-type: none"> <li>&gt; Relevant project documents, such as copies of contract and Scopes of Work (SOW)</li> </ul>
10 min	<p><b>Working Agreements</b> – Created list of agreements that will guide the team's mindset and behaviors for the project. What will facilitate our success in meeting the project's intended outcomes?</p> <p>Either (1) propose a list (such as the ones below), or (2) create a list together</p> <p>Proposed working agreements;</p> <ol style="list-style-type: none"> <li>1. Start and end on time</li> <li>2. Avoid assuming and ask for clarification when a question arises</li> <li>3. Respond to emails within 24 hours</li> </ol> <p>Ask for Agreement to Agreements (e.g. stand up or give a thumbs up if you agree)</p>	<ul style="list-style-type: none"> <li>&gt; Flip chart paper</li> <li>&gt; Markers</li> </ul>
10 min	<p><b>Wrap-up</b> – Discuss answers to the debrief questions:</p> <ul style="list-style-type: none"> <li>&gt; Pluses: What worked during this meeting?</li> <li>&gt; Deltas: What could be improved?</li> <li>&gt; What new insight or aha moment did you experience?</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Flip chart paper</li> <li>&gt; Markers</li> </ul>

## Appendix G: Conflicts of Interest

Conflicts of Interest are evaluated by the Los Angeles County Metropolitan Transportation Authority (“Metro”) on a case-by-case basis. Metro solicitations will typically outline conflict of interest code sections that should be reviewed carefully by all potential proposers and bidders, including CBOs. In this context, a “contractor” is a construction company, engineering firm, consultant, legal firm, or any company, supplier, or business entity who is presently engaging in any business with Metro. “Contractor” also includes any consultant and any subcontractor to a contractor.

**The Ethics Declaration** is outlined in the Request for Proposals (RFP) and includes a series of 10 questions, noted below. Conflicts of interests may arise based on responses to these questions.

1. In the past 12 months, has any Employee been a Metro Board member or Metro employee?
2. Is any Employee related to a Metro Board member or Metro employee?
3. Is any Employee presently a Metro Board member or Metro employee?
4. Do any Metro Board members or Metro employees own any stock in Declarant Company?
5. In the past 12 months, has any Employee given any gifts to a Metro Board member or Metro employee?
6. In the past 4 years, has any Employee or family member of any Employee, made any campaign contributions to any present Metro Board member or Metro employee?
7. Does Respondent now employ as a lobbyist, or intend to employ as a lobbyist, any former Metro Board Member or any person employed by Metro in the past 12 months?
8. Did any Employee receive, or have access to, any confidential information concerning this Contract?
9. Did any Employee perform work within the last 3 years relating to the Project or the Services contemplated to be performed under this Contract, including (a) the development of the Statement of Work/Statement of Services or any specifications, or (b) any involvement with earlier phases of the Project or Services to be provided under this Contract?
10. If you answered “yes” to any question 1 through 9 above, provide, on a separate sheet, a detailed explanation of the facts and circumstances that give rise to the “yes” answer. This explanation shall contain all relevant facts and information. This explanation shall, include names, dates, facts, amounts, and other and anything else necessary for a thorough response. Each explanation shall identify which of the 9 questions it is responding to and a separate explanation for each “yes” response is required.



## Organizational Conflicts of Interest

Metro Contracts are subject to the restrictions against organizational conflicts of interest promulgated by the Federal Transit Administration in FTA Circular 4220.1F dated November 1, 2008 or successor circulars. Contractor and its Subcontractors shall at all times comply with such restriction in connection with the Services it provides to and on behalf of Metro. Without limiting the generality of the foregoing, Contractor shall not provide Services to Metro, under this Contract, which would constitute or create an organizational conflict of interest, including but not limited to any of the following that could result in a lack of impartiality or impaired objectivity, unequal access to information, and biased ground rules, for this Contract or any other contract for Metro:

### A. Influenced Specifications or Statement of Work:

The Contractor's prior work product, whether it is performed on behalf of Metro or another public or private entity, has been relied upon in establishing, or significantly influenced, the specifications or Statement of Services under this Contract.

### B. Opportunity to Create Contracting Opportunities:

The Contractor's prior work product, whether it is performed on behalf of Metro or another public or private entity, afforded an opportunity for the Contractor to make or influence findings with respect to this Contract.


C. **Evaluation of Prior Work Product:** The Contractor would be in position to evaluate its own prior work product as part of this Contract, whether the prior work product is performed on behalf of Metro or another public or private entity; or as part of this Contract the Contractor would be in a position to assess its prior work product whether or not it was performed on behalf of Metro or another public or private entity.

D. **Access to Information:** The Contractor received confidential or other information as part of the services performed for Metro or another public or private entity which provides the Contractor with an unfair competitive advantage to obtain this Contract or another contract with Metro.


For CBOs, the one of the most critical questions is whether CBOs will have the ability to advocate for or against Metro projects if they are a paid Metro Contractor. CBOs can continue to advocate on Metro projects as a paid Metro Contractor, so long as that advocacy does not create conflicts under the two items noted above (Ethics Declaration and Organizational Conflicts of Interest) or conflict with any other terms outlined in their agreement with Metro.


More specifically, a CBO cannot use any information that they secured as a Metro Contractor to then advocate for or against a Metro project. Once again, conflicts of interest are assessed on a case-by-case basis. The above is intended to provide an overall framework and outline the key sections that are evaluated by Metro. CBOs should always seek guidance from Metro on whether any activities may create a conflict of interest.



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Los Angeles County  
 Metropolitan Transportation Authority



# Equity Platform Update

Executive Management Committee Meeting | February 16, 2023

# Define and Measure

## Equity Information Hub (EIH)

- > Centralizes equity tools, data, and resources: <https://equity-lametro.hub.arcgis.com/>
- > User testing with four core groups: Equity Liaisons, Representative Staff Sample, Advisory Bodies, Partner Agencies, and Accessibility Stakeholders

## Equity Focus Communities Update and Tools

- > Rollout of 2022 EFC Update includes new print and digital tools available on EIH: Overview Factsheet, Web Map, Dashboard

**MENI Data Summary Tool**

This tool allows you to map and drill by the Metro Equity Need Index (ENI). It can be used to compare equity need characteristics (see the legend) and analyze for an EFC (Very High and High Need Tract) or for a specific tract.

- Very High Need Tract (EFC)
- High Need Tract (EFC)
- Moderate Need Tract (Non-EFC)
- Low Need Tract (Non-EFC)
- Very Low Need Tract (Non-EFC)
- Excluded from Analysis

**Data Summary**  
Estimated County

- Total Census Tracts: 1,076
- Total Population: 13,241,432
- Total Number of Households: 3,222,574

**Average Socioeconomic Characteristics**

- Percent of Households with No Vehicles: 6.1%
- Percent of Households with an Income of Less Than \$40,000: 19.3%
- Black, Indigenous, or Other People of Color (BIPOC) Population: 15.1%

**About the Equity Focus Communities Index**

In 2019, Metro created its first equity tool: the Equity Focus Communities (EFC) Map. This map identified concentrations of demographics most aligned with transportation needs and used that information to create the 2022 EFC Map (Web App).

**Try the interactive legend**

Explore data by selecting values in the legend to filter map layers.

Features that match the filter criteria are emphasized on the map.

Click a legend item to apply a filter.

[Get it!](#)

**We're working to eliminate disparities and expand access and mobility for all.**

**EQUITY FOCUS COMMUNITIES Overview**

**Metro is committed to providing equitable resource and project delivery, policymaking and distribution. This means accounting for the different histories, challenges and needs of communities across LA County.**

**The Equity Focus Communities (EFC) map helps us with that commitment.**

**What are Equity Focus Communities?**

In 2019, Metro created its first equity tool: the Equity Focus Communities (EFC) map. This tool is updated every three years and helps us identify where transportation needs are greatest by considering concentrations of resident and household demographics associated with mobility barriers:

- Low-income households earning less than \$40,000 per year
- Black, Indigenous or People of Color (BIPOC) population

**How is the EFC map updated?**

The EFC map is updated every three years. In 2022, the Office of Equity and Race (OER) updated the EFC map by creating the Metro Equity Need Index (MENI) using the same three socioeconomic criteria (income, race/ethnicity, vehicle ownership) used in 2019. The MENI allows for a more nuanced understanding of equity needs across the county by assigning an Equity Need Tier (Very High Need, High Need, Moderate Need, Low Need and Very Low Need) to every census tract. Within the MENI, the top two tiers (High Need and Very High Need) are designated as EFCs. These designated EFCs are displayed in the map on the last page.

**Where can I find more information about Equity Focus Communities?**

An interactive web map of the Equity Focus Communities, with more background information and links to related content, is available online at <https://www.lametro.com/eih>.



# Define and Measure

## FY24 Budget Equity

### EFC Assessments

- > **FY23 EFC Baseline**
  - 67.3% Targeted + Indirect Benefits
  - 26.1% Targeted Benefits
  - Use for FY24 budget planning
- > **FY24 EFC Assessment**
  - Calculate after FY24 budget development
  - Compare with FY23 Baseline (%)

### FY24 MBEAT

- > **Capital Projects**
  - Collaborative MBEATs
  - Project-focused questions
- > **Operating Expenses**
  - Includes work performed
  - Program-focused questions

# Listen and Learn

## Advisory Body Compensation (ABC) Policy

- > New PowerBI Dashboard developed to share demographic data for Metro Advisory Bodies

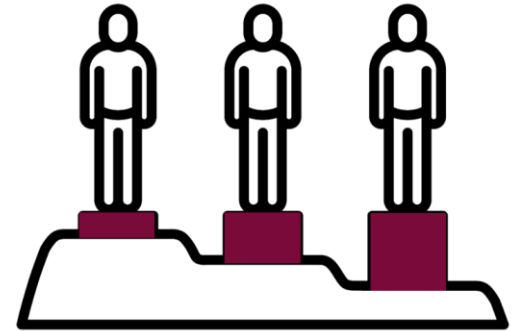
## 17 Advisory Bodies

*leveraging ABC Policy at Metro*



## CBO Partnering Strategy

- > Metro will launch Phase I of the CBO database by the Summer of 2023
- > OER staff training and tools in development to help build internal/external capacity around the CBO Partnering Strategy and database



# Focus and Deliver

## > Measure M 5-Year Assessment and Equity Report

- Evaluate the 5-year performance of Measure M program through Equity framework
- Key assessment themes
  - Mobility
  - Experience
  - Community
  - Regional
  - Stewardship

## > Equity Planning and Evaluation Tool Pilot

- East LA to Long Beach Corridor Task Force
- Active Transportation Strategic Plan
- VMT Mitigation Program



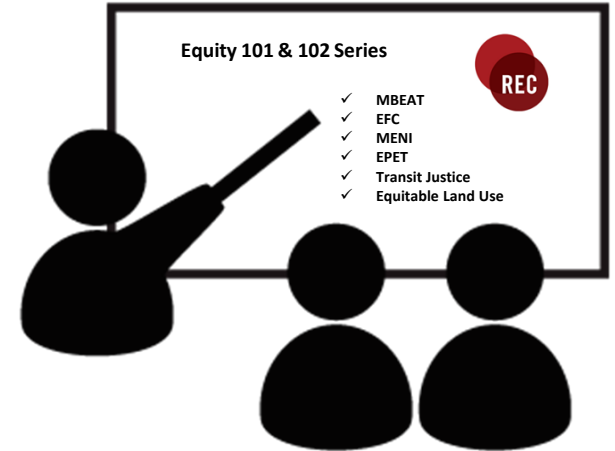
# Train and Grow

## Equity 101 and 102 Training Series Launching April 2023

- > Two goals: (1) Increase equity fluency for Metro staff and (2) Improve the collective application of equity concepts and principles to different components of Metro's work
- > Equity 101 series will be a **mandatory recorded training module for all Metro employees**
- > Equity 102 series will focus on unpacking existing disparities and applying Metro's equity tools to projects

## Equity Liaison Working Group

- > First cohort of 18 staff completed their term May 2022
- > Second cohort of 30 staff commenced their term May 2022 and will continue to meet through December 2023





# Stay Connected to OER



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