

# **Metro**

*Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
3rd Floor Board Room*



**Metro**<sup>®</sup>

## **Agenda - Final**

**Thursday, October 18, 2018**

**11:30 AM**

**One Gateway Plaza, Los Angeles, CA 90012,  
3rd Floor, Metro Board Room**

### **Executive Management Committee**

*Sheila Kuehl, Chair*

*James Butts, Vice Chair*

*John Fasana*

*Eric Garcetti*

*Paul Krekorian*

*Hilda Solis*

*Shirley Choate, non-voting member*

*Phillip A. Washington, Chief Executive Officer*

**METROPOLITAN TRANSPORTATION AUTHORITY BOARD 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 should be submitted in person at the meeting to the Board Secretary. Individuals requesting to speak on more than three (3) agenda items will be allowed to speak up to a maximum of three (3) minutes per meeting. For individuals requiring translation service, time allowed will be doubled.

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.

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 up to three (3) minutes per meeting and may speak no more than once during the Public Comment period. Speakers will be called according to the order in which the speaker request forms are received. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant 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.

**INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD**

Agendas for the Regular MTA Board meetings are prepared by the Board Secretary and are available prior to the meeting in the MTA Records Management Department and on the Internet. Every meeting of the MTA Board of Directors is recorded on CD's and as MP3's and can be made available for a nominal charge.

## DISCLOSURE OF CONTRIBUTIONS

The State Political Reform Act (Government Code Section 84308) requires that a party to a proceeding before an agency involving a license, permit, or other entitlement for use, including all contracts (other than competitively bid, labor, or personal employment contracts), shall disclose on the record of the proceeding any contributions in an amount of more than \$250 made within the preceding 12 months by the party, or his or her agent, to any officer of the agency, additionally PUC Code Sec. 130051.20 requires that no member accept a contribution of over ten dollars (\$10) in value or amount from a construction company, engineering firm, consultant, legal firm, or any company, vendor, or business entity that has contracted with the authority in the preceding four years. Persons required to make this disclosure shall do so by filling out a "Disclosure of Contribution" form which is available at the LACMTA Board and Committee Meetings. Failure to comply with this requirement may result in the assessment of civil or criminal penalties.

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Upon request, sign language interpretation, materials in alternative formats and other accommodations are available to the public for MTA-sponsored meetings and events. All requests for reasonable accommodations must be made at least three working days (72 hours) in advance of the scheduled meeting date. Please telephone (213) 922-4600 between 8 a.m. and 5 p.m., Monday through Friday. Our TDD line is (800) 252-9040.

## LIMITED ENGLISH PROFICIENCY

A Spanish language interpreter is available at all Committee and Board Meetings. All other languages must be requested 72 hours in advance of the meeting by calling (213) 922-4600 or (323) 466-3876.



**323.466.3876 x2**

*Español*

**323.466.3876 x3**

한국어

日本語

中文

русский

ភាសាខ្មែរ

ภาษาไทย

Tiếng Việt

ភាសាខ្មែរ

## HELPFUL PHONE NUMBERS

Copies of Agendas/Record of Board Action/Recordings of Meetings - (213) 922-4880 (Records Management Department)

General Information/Rules of the Board - (213) 922-4600

Internet Access to Agendas - [www.metro.net](http://www.metro.net)

TDD line (800) 252-9040

**NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA**

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

34. **SUBJECT: STATE AND FEDERAL REPORT** [2018-0436](#)

**RECOMMENDATION**

RECEIVE AND FILE State and Federal Legislative Report.

35. **SUBJECT: CHIEF COMMUNICATIONS OFFICER QUARTERLY REPORT** [2018-0581](#)

**RECOMMENDATION**

RECEIVE Chief Communications Officer Oral Quarterly Report.

**Attachments:** [Attachment A - CCO Quarterly Report](#)

36. **SUBJECT: NEXTGEN UPDATE: TRANSIT COMPETITIVENESS AND MARKET POTENTIAL** [2018-0555](#)

**RECOMMENDATION**

RECEIVE AND FILE an update on NextGen transit competitiveness and market potential information.

**Attachments:** [Attachment A - NextGen FAQ Presentation](#)

**(ALSO ON OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE)**

37. **SUBJECT: FEDERAL LEGISLATION** [2018-0653](#)

**RECOMMENDATION**

ADOPT staff recommended position:

- A. House Resolution 5857 (DeFazio) - Stop Sexual Assault And Harassment In Transportation Act **SUPPORT**

**Attachments:** [Attachment A - HR 5857 \(DeFazio\) FINAL.](#)

**38. SUBJECT: MOBILITY ON DEMAND PILOT PROJECT**[2018-0355](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute a twelve-month sole source contract to NoMad Transit LLC in an amount not-to-exceed \$2,506,410, inclusive of sales tax, to operate a first and last mile(s) transportation network company pilot service to/from the North Hollywood, Artesia, and El Monte stations, with the option to renew for an additional one year at a baseline amount of \$2,506,410, to be negotiated based on the information and data analysis collected during the initial twelve-month pilot period for a total amount of \$5,012,820.

**Attachments:**      [Attachment A - Procurement Summary MOD](#)  
[Attachment B - DEOD Summary](#)  
[Attachment C - Catchment Areas Map](#)  
[Presentation](#)

**39. SUBJECT: METRO TRANSPORTATION SCHOOL**[2018-0606](#)**RECOMMENDATION**

CONSIDER:

- A. APPROVING the programming of up to \$2.875 Million in FY21, \$3.631 Million in FY22, \$4.494 Million in FY23, and \$5 Million annually from FY 24 through FY35 (cumulatively, up to ~~\$75~~ \$71 Million over 15 Fiscal Years), to support the operations of Los Angeles County's first transportation infrastructure school; and
- B. AUTHORIZING the Chief Executive Officer or his designee to negotiate and execute a Funding Agreement for the transportation infrastructure school with the County of Los Angeles.

**Attachments:**      [Attachment A - Motion #43](#)  
[Attachment B - The SEED School of Los Angeles County](#)  
[Attachment C - Transportation School FAQ](#)  
[Attachment D - External Stakeholders](#)

**(ALSO ON FINANCE, BUDGET AND AUDIT COMMITTEE)**

**40. SUBJECT: MOTION BY GARCETTI, KUEHL, RIDLEY-THOMAS, AND  
GARCIA**[2018-0687](#)**FREE TRANSIT SERVICE ON ELECTION DAY**

WE, THEREFORE, MOVE that the Board direct the CEO to:

- A. provide transit services free of fare on the November 6, 2018 election day;
- B. partner with Access Services to examine providing enhanced and/or reduced-fare services on the November 6, 2018 election day; and
- C. in consultation with the Los Angeles County Registrar-Recorder/County Clerk, report back to the Board by the February 2019 cycle on whether or not to make free transit permanent on federal and statewide election days.

**SUBJECT: GENERAL PUBLIC COMMENT**[2018-0667](#)

RECEIVE General Public Comment

**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**



Metro

Los Angeles County  
Metropolitan Transportation  
Authority  
One Gateway Plaza  
3rd Floor Board Room  
Los Angeles, CA

## Board Report

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**File #:** 2018-0581, **File Type:** Oral Report / Presentation

**Agenda Number:** 35.

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**EXECUTIVE MANAGEMENT COMMITTEE  
OCTOBER 18, 2018**

**SUBJECT: CHIEF COMMUNICATIONS OFFICER QUARTERLY REPORT**

**RECOMMENDATION**

RECEIVE Chief Communications Officer Oral Quarterly Report.

**ATTACHMENTS**

Attachment A - CCO Quarterly Presentation

Prepared by: Pauletta Tonilas, Chief Communications Officer, (213) 922-3777



# Chief Communications Officer Report

Executive  
Management  
Committee

October 2018



# Public Relations – Internal Security Awareness Video



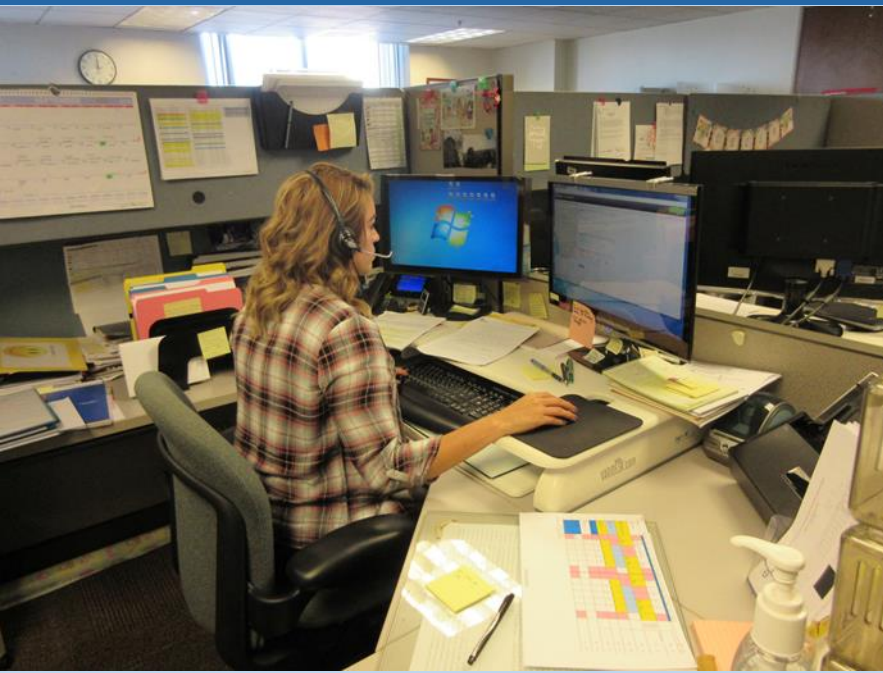
<https://youtu.be/KUmAWYAw8P0>

# Commute Services





## Customer Care





## Metro Arts Partners with KCRW

# Community Relations - Project Management



# Community Relations – Purple Line Section 1



# NextGen Engagement



2

3

## Service Qualities

? What to do

➡ Next Task

4

5

WELCOME

SET YOUR BUDGET

TRADEOFFS

MAP MARKERS

WRAP UP

- Route Design
- System Design
- Service Times**
- Connectivity
- Reliability

### Rush Hours vs Non-Rush Hour Service

Choose the option that best shows which tradeoff you prefer

More buses during  
rush hours  
(5-9 am & 3-7 pm)

Navigation controls: double left arrow, left arrow, Neutral, right arrow, double right arrow

More buses during  
non-rush hours



Previous

Optional Comment

➡ Next Tradeoff



OUR NEXT LA\*

About this Project

Stay Connected



We are listening to everyone who lives, works, or plays in LA County, in order to plan a future that gets us all where we want to go.

Make your choices heard.

[Take the Survey >](#)

Tell us what matters to you.

Choose your language

My Next

Select where you live, work, or play

LA\*

is

Tell us what you'd like to see

Type Here

[Submit](#)

## Listening and input-gathering effort for Long Range Plan

- Redesigned website and Telephone Town Hall in September
- Ads driving survey input launched late September
- Community events outreach ongoing



# Metro Mayors Roundtable





## Safety

metro.net/ridesafely

# LOOK BOTH WAYS AND WATCH FOR TRAINS.

September is Rail Safety Month.  
Learn how to be safe around trains, visit [metro.net/ridesafely](http://metro.net/ridesafely).



# Outreach



# Government Relations – Rail Car Manufacturers Roundtable



# Government Relations

## YOUR STATE TRANSPORTATION DOLLARS AT WORK.

SB 1 FUNDING OVERVIEW  
Fact Sheet



SB1 – Continuing outreach and informational efforts

Successfully advocated for the passage of:

- AB 2548 (Friedman) Commuter Benefits bill – Signed into Law
- AB 1205 (Jones-Sawyer) Medium Business Set-aside bill – Signed into Law



System Advertising generating \$2.1M per month



**Digital signage deployment begins with New Blue**

# Sports Partnerships – LA Rams





# Sports Partnerships – LA Sparks



# Sports Partnerships – LAFC



# Metro Manners 2.0 – Customer Code of Conduct



- Three new videos released in September (No Loud Music, No Vending, Wait Your Turn)
- Systemwide print postings
- Digital promotion on social media

# Safetyville 2.0 – How to be safe around trains



- Six new videos (English & Spanish)
- Anticipated release late November 2018

# Join the Movement – Building Brand Identity



**Strategy:** Lay the foundation for rider consideration by delivering messages to improve and shape the Metro brand perception

- Ad anthems that build
- English and Spanish versions
- Launching November 2018



**Thank you.  
Questions?**



## Board Report

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**File #:** 2018-0555, **File Type:** Informational Report

**Agenda Number:** 36.

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**OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE  
EXECUTIVE MANAGEMENT COMMITTEE  
OCTOBER 18, 2018**

**SUBJECT: NEXTGEN UPDATE: TRANSIT COMPETITIVENESS AND MARKET POTENTIAL**

**ACTION: RECEIVE AND FILE**

### **RECOMMENDATION**

RECEIVE AND FILE an update on NextGen transit competitiveness and market potential information.

### **ISSUE**

On June 28, 2018, the Board of Directors approved Motion 38.1 in relation to Item 38: NextGen Bus Study Service Parameters. The Motion directed the NextGen Bus Study to endorse travel speed, service frequency, and system reliability as the highest priority service parameters to guide the work of the project. With these service parameters defined, this report responds with detailed findings on where these service parameters fit as Metro seeks to prioritize service concepts in the next phase of the project.

### **BACKGROUND**

The goal of the NextGen Bus Study is to design a new bus network that is more relevant, reflective of, and attractive to the residents of LA County. Since 2014, Metro has seen a decline in bus ridership around 20%. This is consistent with many transit agencies across the nation. There are a number of potential explanations for the ridership decline, so it is important to fully understand these issues, particularly as it relates to the diverse needs of LA County.

While Metro's bus network carries over 70% of combined Metro bus and rail ridership, the bus network has not seen major changes in over 25 years. Today, there are more people, more places to go, and more ways to get there. As a result, Metro's bus network has fallen out of alignment with the way people need to travel today.

### **DISCUSSION**

The NextGen Bus Study seeks to improve the bus network for current, former and potential customers. While it is critical to examine the data, it is important to engage with the community and

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understand their preferences. As a result, the project has completed a robust campaign of outreach to date.

- 113,000 Multi-lingual Take Ones
- 350,000 Database Contacts
- 30+ Community Based Organization, Faith-Based & Community Events/Presentations
- 25+ Regional Service Council Presentations
- 18+ Community Pop-Up Events
- 10 Rap Sessions with Bus Divisions
- 3 Working Group Meetings
- 3 Customer Care Focus Group Sessions
- 2 Da Vinci High School Student Workshops
- 2 Telephone Town Halls
- 2 Technical Advisory Committee Meetings
- 2 Internal Working Group Meetings

The NextGen Bus Study has determined that there are four types of riders.

- 7% Frequent (ride 3-4 times per week)
- 22% Occasional (ride 2-3 times per month)
- 55% Infrequent (ride 1-2 times per year)
- 16% Non-Rider

While the number of frequent riders only accounts for 7% of all LA County residents, frequent riders represent 80% of all Metro bus boardings. However, the frequent rider base has been declining, as there are a number of publicized factors for this, including affordable car loans, more reliable cars, ease of getting a driver's license, rideshare expansion, and displacement. This means that every frequent rider lost accounts for 2-3 times loss in ridership. The question becomes whether it is prudent to continue prioritizing a shrinking ridership base or explore emerging markets which may have different travel preferences.

According to the Metro Customer Survey conducted in 2017, 31% of current riders stated that their main reason for riding for convenience. Some other positive attributes included not wanting to drive in traffic, good for the environment, and cheaper than parking. Primary improvements desired among current riders were more frequent and reliable service. When compared with Non-Riders, their main reason for not riding is because the bus is too slow from traffic and too many transfers. However, both current riders and non-riders agree that the most important service parameters Metro should focus on are being fast, frequent and reliable. This is consistent with the service parameters outlined in Motion 40.1.

With existing levels of service, Metro cannot be fast, frequent and reliable along every corridor, all day and everyday. Therefore, policy choices must be made to prioritize where and when it makes sense to implement these parameters.



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While many people perceive the Metro bus network to not go where people want to travel, the Metro system in fact covers 85% of all trips in LA County. In many cases, however, these trips are not time competitive with other options. The study examined transit speed competitiveness by using a combination of TAP data and cell phone, location-based data to learn where and when people wanted to travel for both transit and non-transit trips. These trips were then calculated through trip planners to compare travel times and establish which markets are compatible for transit. The analysis revealed that transit can be competitive with other trips so long as it does not take more than twice as long as driving.

A transit journey generally consists of two components, the walk/wait time at the bus stop, then the on-board time as the bus is traveling. These two factors make up total transit travel time. For short trips, the walk/wait time is more critical to riders, as studies show the perception of wait time can be 2-3 times the actual time. For longer trips, the on-board time becomes more critical, as riders spend the majority of time traveling on the bus as opposed to waiting at a bus stop. This reveals that to be competitive for short trips, frequency is critical for minimizing the walk/wait time. To be competitive for long trips, travel speed is critical for minimizing the on-board time. Travel speed can be improved by a number of strategies, including dedicated bus lanes, transit signal priority, and bus stop consolidation.

Today, Metro captures the greatest market share on long distance riders traveling over 10 miles. However, the overall market for long distance trips, whether transit or non-transit, represents only 16% of total trips taken in LA County. The largest amount of total trips are within a shorter distance of 1-5 miles, representing 46% of total trips taken in LA County. If Metro can match its transit share of this 1-5 mile segment with the long distance segment, bus ridership would increase by 500,000 trips.

In order to address the large, short distance trip market, Metro must understand when, where and why these trips generally occur. Short trips serve a variety of purposes, including workers traveling to a local business, single mothers running errands with children, and people traveling for dining or entertainment. These trips all share a similar attribute that the travel occurs primarily during the midday and evening period. This is in contrast to the long distance, commute trips which tend to be during the morning and evening rush hour, focused on major employment centers. As a result, while Metro service currently serves the morning and evening commute trips well, there are missed opportunities for midday and late evening travel when many short distance, non-commute trips are being made.

In summary, there are two areas where Metro should focus on to better meet the needs of LA County travel. First, Metro should build on its success of long distance, commute trips by improving on-board travel times. Second, Metro should enter the short distance, non-commute market where nearly 50% of total LA County trips are made by improving frequencies to reduce wait time at bus stops. These areas for improvement will be selected based on a data driven analysis and extensive public outreach.

## **DETERMINATION OF SAFETY IMPACT**

The recommended action of improving on-board travel times and service frequencies will enhance Metro's ability to provide service that is safe and reliable.

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## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Approval of this recommendation supports the following Metro Strategic Plan Goals: Provide high-quality mobility options that enable people to spend less time traveling. Deliver outstanding trip experiences for all users of the transportation system. Enhance communities and lives through mobility and access to opportunity. Provide responsive, accountable, and trustworthy governance within the Metro organization. This project will improve safety, service, and reliability in an effort to provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.

## **ALTERNATIVES CONSIDERED**

The fulfillment of this project could be accomplished through maintaining the existing bus network. For this project, staff does not recommend this approach. Staff asserts that there are distinct advantages to Metro in better responding to meet the needs of where, when and why people travel in LA County today. As a result, Metro expects bus ridership to improve both in quantity and quality.

## **NEXT STEPS**

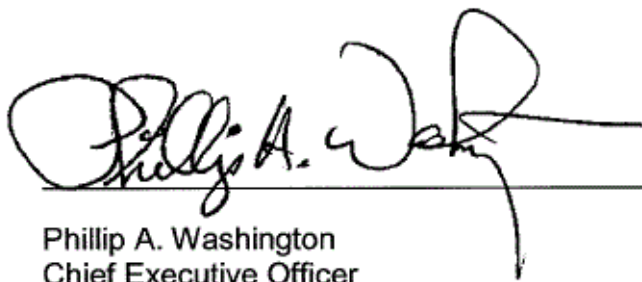
Staff will continue working with the NextGen Working Group to prioritize service concepts, then return to the Board in January 2019 with a recommendation on service concepts. If approved, staff will begin translating service concepts into line-by-line improvements for service changes starting in December 2019 and continuing through June 2020.

## **ATTACHMENTS**

Attachment A - NextGen FAQ

Prepared by: Stephen Tu, Sr. Manager, Operations, (213) 418-3005  
Conan Cheung, Sr. Executive Officer, Operations, (213) 418-3034

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108

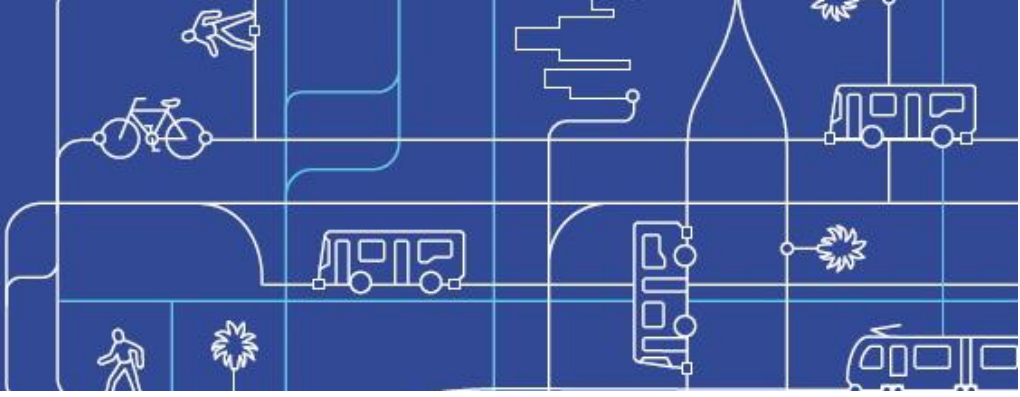


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Phillip A. Washington  
Chief Executive Officer



# NEXTGEN Bus Study



## COORDINATION WITH OTHER STUDIES/SERVICE PROVIDERS

### **6) How is the NextGen Bus Study integrating with Metro’s Bus Rapid Transit (BRT) Vision and Principles Study?**

The BRT Vision and Principles Study will establish and build consensus on a clear vision, goals and objectives for the BRT system and develop guidance on the design of the BRT network. It will also facilitate the identification and prioritization of future BRT candidate corridors. The NextGen Bus Study will coordinate and share data with the BRT study team in order to improve bus speeds and maximize Metro’s investment in future BRT corridors. Data to be shared includes travel demand data, identification of congested corridors, and auto vs. transit travel time ratios for major travel corridors, which will assist the BRT study with the identification and prioritization of the first decade Measure M BRT project, which has an expected opening date of FY 2022-2024. In addition, the NextGen Bus Study will develop short term recommendations for “hot spot” speed and reliability improvements on major transit corridors based on guidelines, which will further help guide BRT investment.

### **7) How is the NextGen Bus Study integrating with future Metro Rail/BRT capital projects?**

The NextGen Bus Study is focusing on a 10-year horizon (2030). Therefore, all rail lines under construction, including Crenshaw/LAX, Regional Connector, and Westside Purple Line Extension Phase 1, 2, 3, are assumed as part of the existing transit infrastructure. In addition, future projects currently in the planning stage and expected to be under construction within the next 10 years will be considered in route planning and scheduling decisions, including the East San Fernando Valley Transit Corridor, Sepulveda Transit Corridor Project, West Santa Ana Branch Transit Corridor, Gold Line Foothill Extension Phase 2B to Claremont, Green Line Torrance Extension, Vermont Corridor BRT, North Hollywood to Pasadena Transit Corridor BRT, and North San Fernando Valley Transit Corridor BRT.

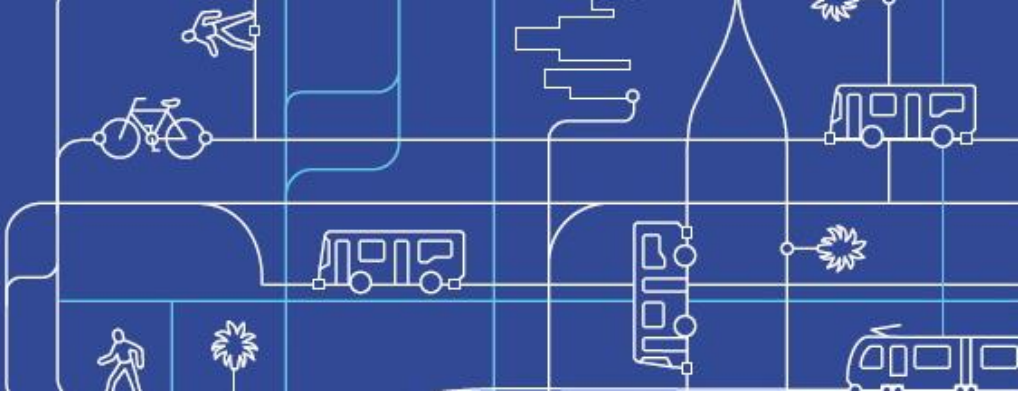
### **8) How is the NextGen Bus Study integrating with the MicroTransit Pilot Project and Mobility on Demand Grant Program?**

The Mobility on Demand Program and the MicroTransit Pilot Projects will be integrated into the network once they have been implemented. The NextGen Bus Study will account for these during the study process.

### **9) Will bus service provided by the LA County municipal transit operators also be included in the NextGen Bus Study?**

Through the NextGen Bus Study, we are taking a holistic approach to the LA County bus system that does not look at Metro alone but instead leverages all resources, including municipal operators.

# NEXTGEN Bus Study



## **10) How is the Long Range Transportation Plan integrating the NextGen Bus Study in its update process?**

The NextGen Bus Study and the Long Range Transportation Plan (LRTP) are already integrating in terms of coordinated public outreach efforts and travel demand data sharing. The LRTP has many components, but the portion on future bus system operations will be structured around the findings and outcomes from the NextGen Bus Study, along with other Metro policies and programs. This includes a thorough examination of how the system can best function in future decades based on what NextGen tells us about Metro’s current system, combined with other forecasts about future regional growth, and how to ensure the bus infrastructure is funded and maintained in a constant state of good repair. This is a sequential coordination with each phase informing the next.

## **FUNDING/RESOURCES**

### **11) Will the NextGen Bus Service Plan be constrained to the 7 million service hours currently available?**

The initial assumption of the NextGen Bus Study is to develop a service plan within the range of 7 million service hours, plus or minus 10 percent (6.3 million to 7.7 million hours). However, this does not preclude Metro from developing a service plan that exceeds this range should the benefits justify any tradeoffs to other Metro projects and programs.

### **12) How will fares be affected?**

The NextGen Bus Study is a study of the bus system; fares are not being considered as part of this effort.

## **PUBLIC INVOLVEMENT & COMMUNITY ISSUES**

### **13) Will there be further opportunities for public input on the NextGen Bus Study?**

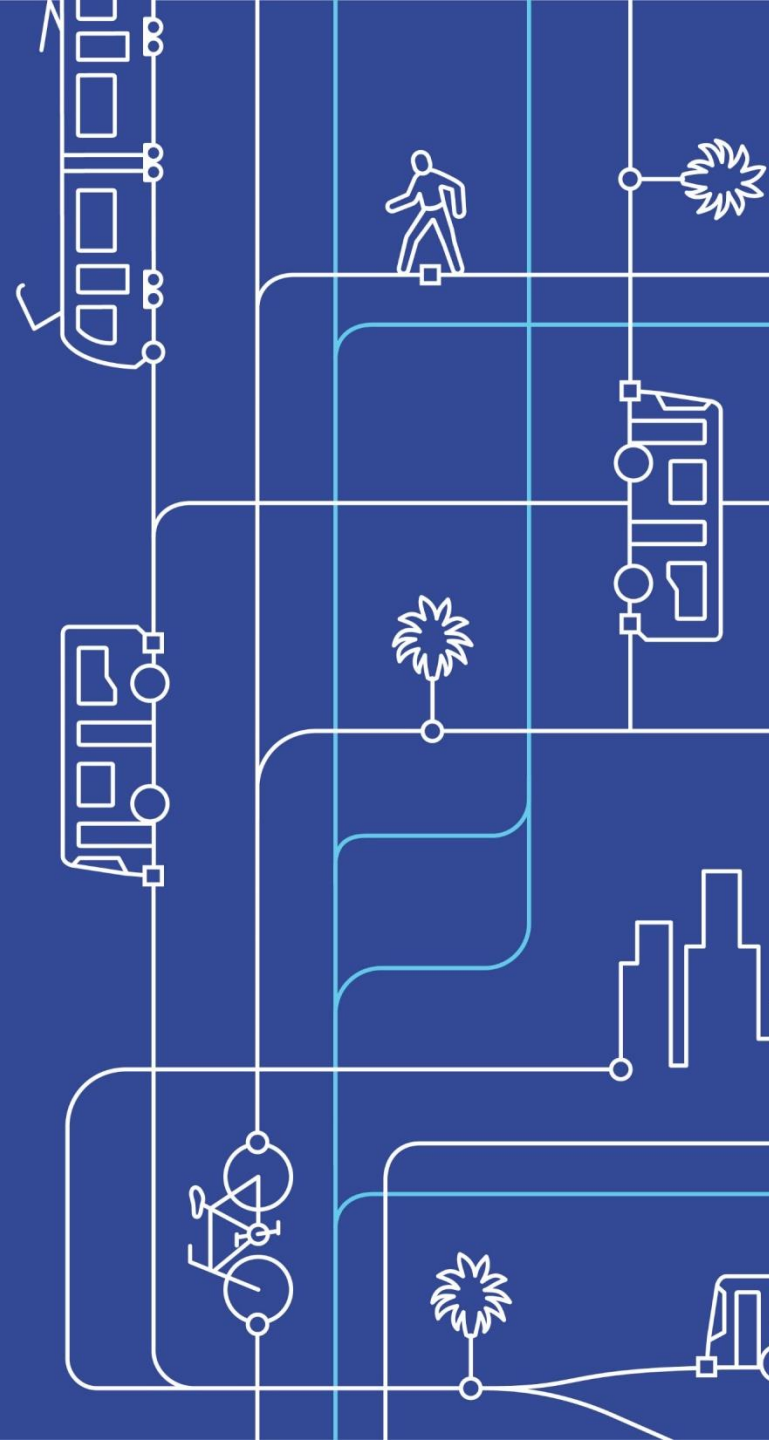
Yes. Public engagement is critical to the success of the NextGen Bus Study and Metro is actively soliciting input. Here are some of the current and upcoming opportunities:

- Help Metro rank and prioritize bus service characteristics with our online engagement tool: <https://nextgen.metroquest.com>.
- Attend a public meeting in November 2018 - visit [www.metro.net/nextgen](http://www.metro.net/nextgen) for more details.
- Email your thoughts or request a presentation for your organization by contacting Robert Cáliz at [nextgen@metro.net](mailto:nextgen@metro.net).

# NEXTGEN Bus Study

## Transit Competitiveness and Market Potential

Operations, Safety, and  
Customer Experience Committee  
Executive Management Committee  
10.18.18



# Study Process

SPRING/SUMMER 2018

FALL 2018/WINTER 2019

SPRING/SUMMER 2019

FALL 2019/WINTER 2020

## Step 1

### Market Demand and Travel Patterns, Existing Service Evaluation

Project awareness and listening to what the market tells us about how we travel, evaluate how existing bus service relates to the needs of the rider.

## Step 2

### Policy Choices for Service (or Market) Priorities, Service Characteristics, and Network Design

Policies to develop potential bus service priorities to better meet the needs of the rider.

## Step 3

### Service Design Guidelines and Route/Schedule Changes

Redesign new routes and schedules based on guidelines and parameters reflecting the adopted Policy Choices.

## Step 4

### Implementation and Marketing

Implement new routes and schedules that reflect the way people travel today. Market the new services to existing, former, and non-riders through education and information sharing tools.



Continuous public engagement →

Telephone Town Hall Meetings



Community Pop-up Events



Community Based Organization Briefings



Service Council/Board Briefings



Community Pop-up Events



Working Group & Stakeholder Briefings



Public Meetings & Webcasts



Service Council/Board Briefings



Metro Board Approval



Telephone Town Hall Meetings



Muni Operators & Local Jurisdictions Collaboration



Formal Public Hearings



Service Council/Board Briefings



Marketing & Messaging



Community Pop-up Events



Public Meetings & Webcasts



Service Council/Board Briefings

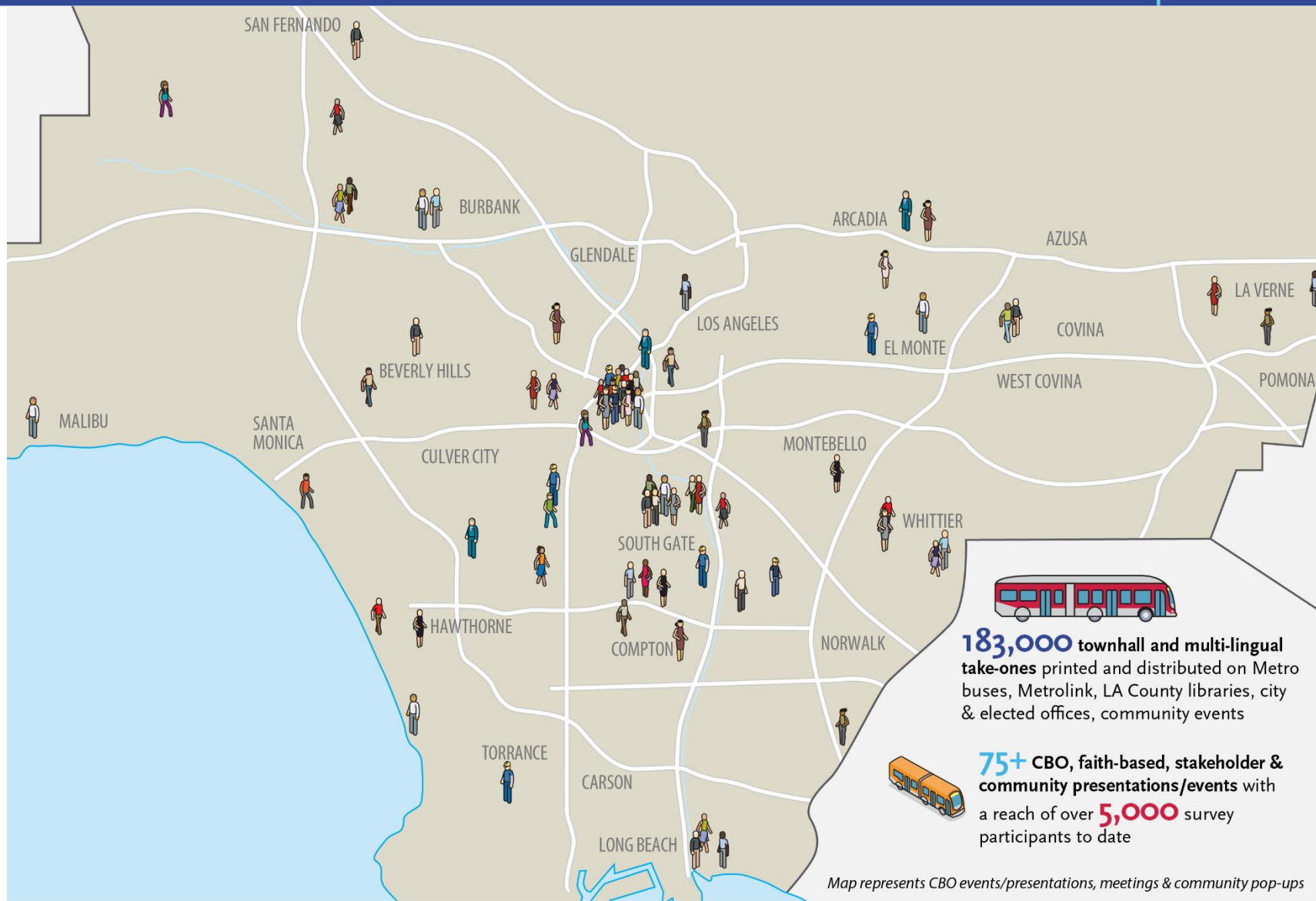


Metro Service Council/Board Approval



Continuous online engagement tools: questionnaire, interactive survey and map →

# Stakeholder Engagement



**183,000** townhall and multi-lingual take-ones printed and distributed on Metro buses, Metrolink, LA County libraries, city & elected offices, community events

**75+** CBO, faith-based, stakeholder & community presentations/events with a reach of over **5,000** survey participants to date

Map represents CBO events/presentations, meetings & community pop-ups



# Service Parameters

## All Riders

Travel Speed

Frequency

Reliability

## Current

More Service

Fares

Information

## Former

Security  
(women, certain geographies)

First/Last Mile  
(elderly, higher income)

Comfort  
(odors, crowding)

## Infrequent/ Non-Rider

Information  
(non-riders)

First/Last Mile  
(women, youth, elderly)

Comfort  
(odors, crowding)

# Transit Service Coverage

Transit is accessible to 85% of all trips made in the region.

## Metro Transit Lines by Tier

Express —

Rapid —

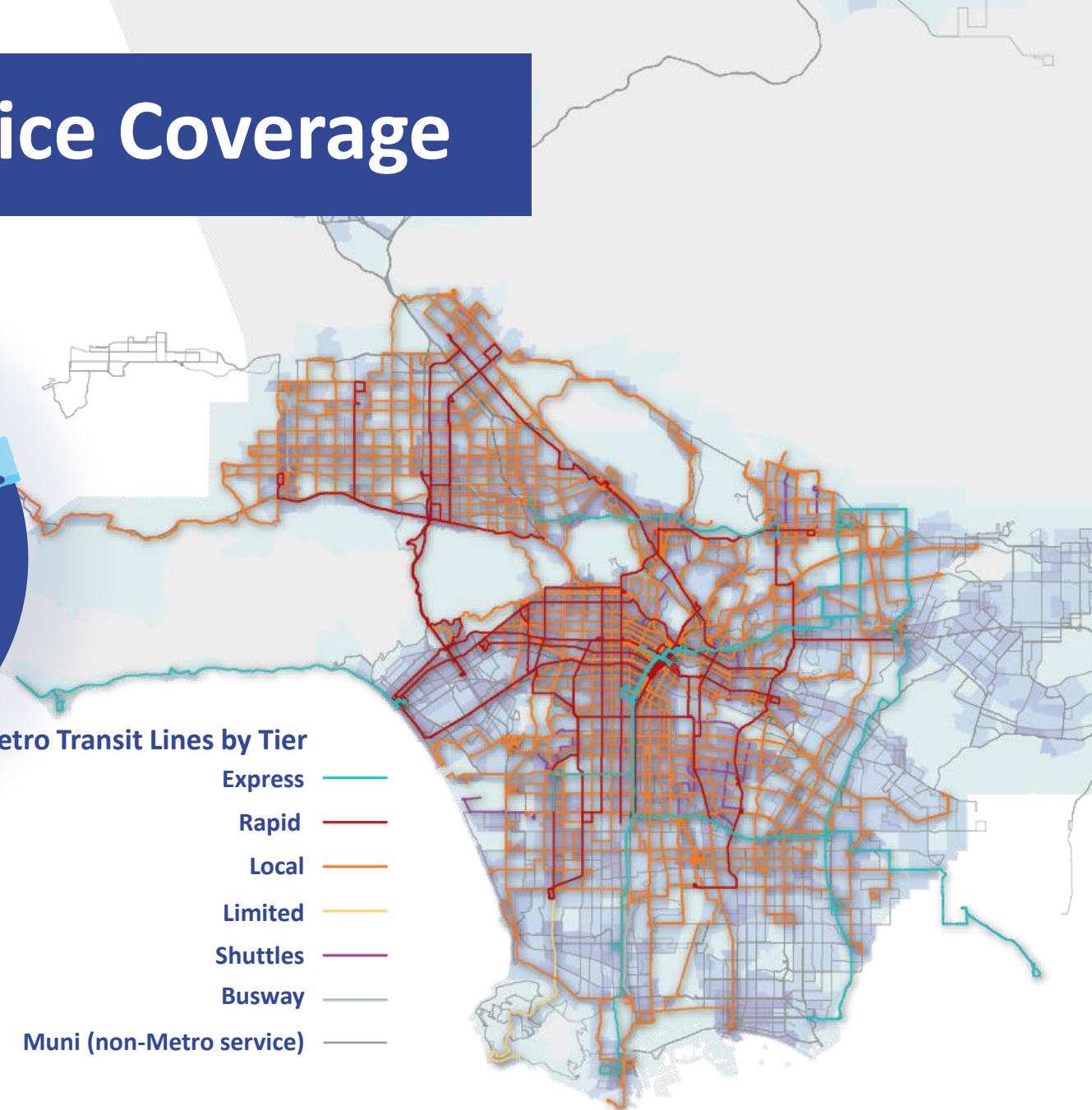
Local —

Limited —

Shuttles —

Busway —



Muni (non-Metro service) —

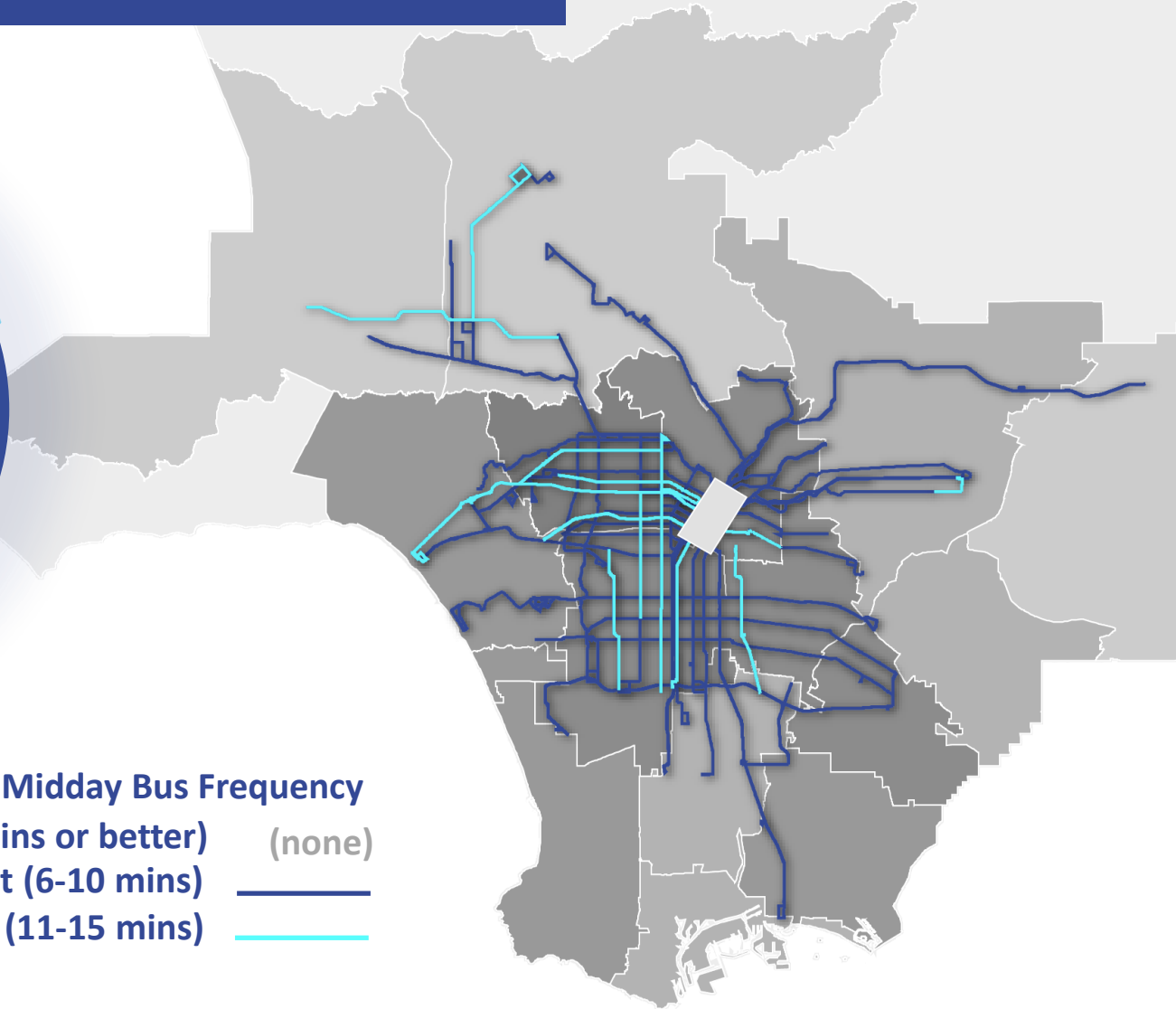


# Transit Service Density

  
**All day  
frequent service  
is concentrated  
in Central LA  
County**

### Midday Bus Frequency

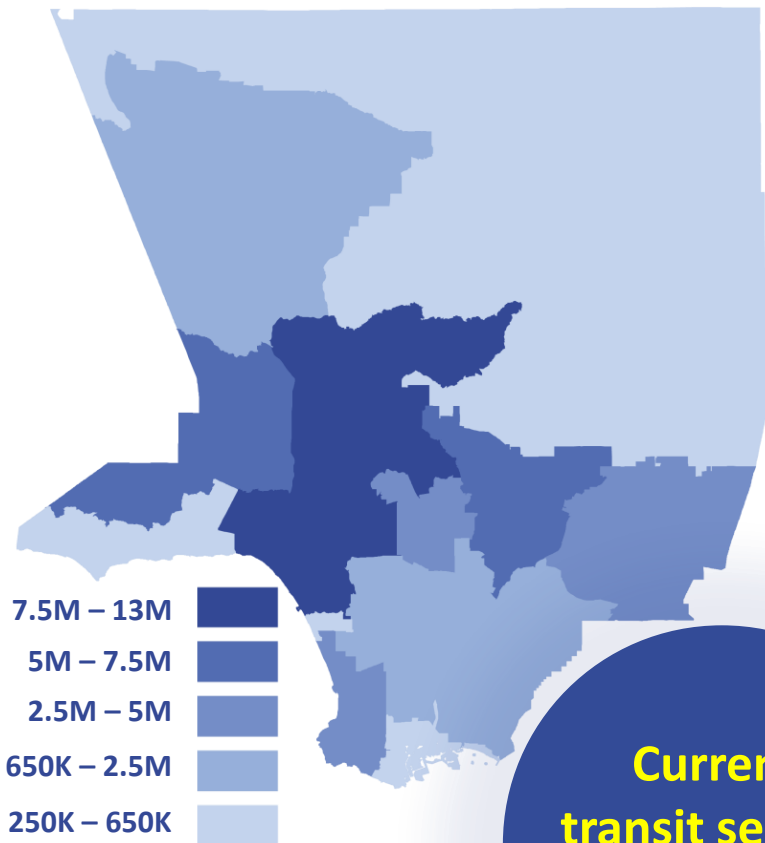
- Super Frequent (5 mins or better) (none)
- Very Frequent (6-10 mins) 
- Frequent (11-15 mins) 



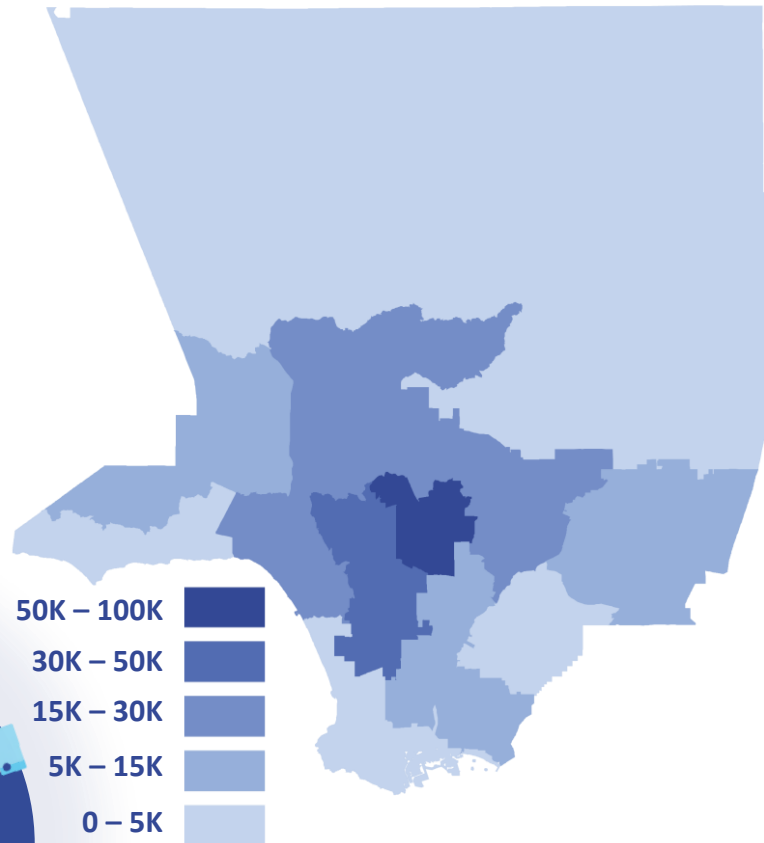
# Trip Origins

# Total vs Transit Trips

All Trip Origins (cell phone data)



Transit Origins (TAP data)



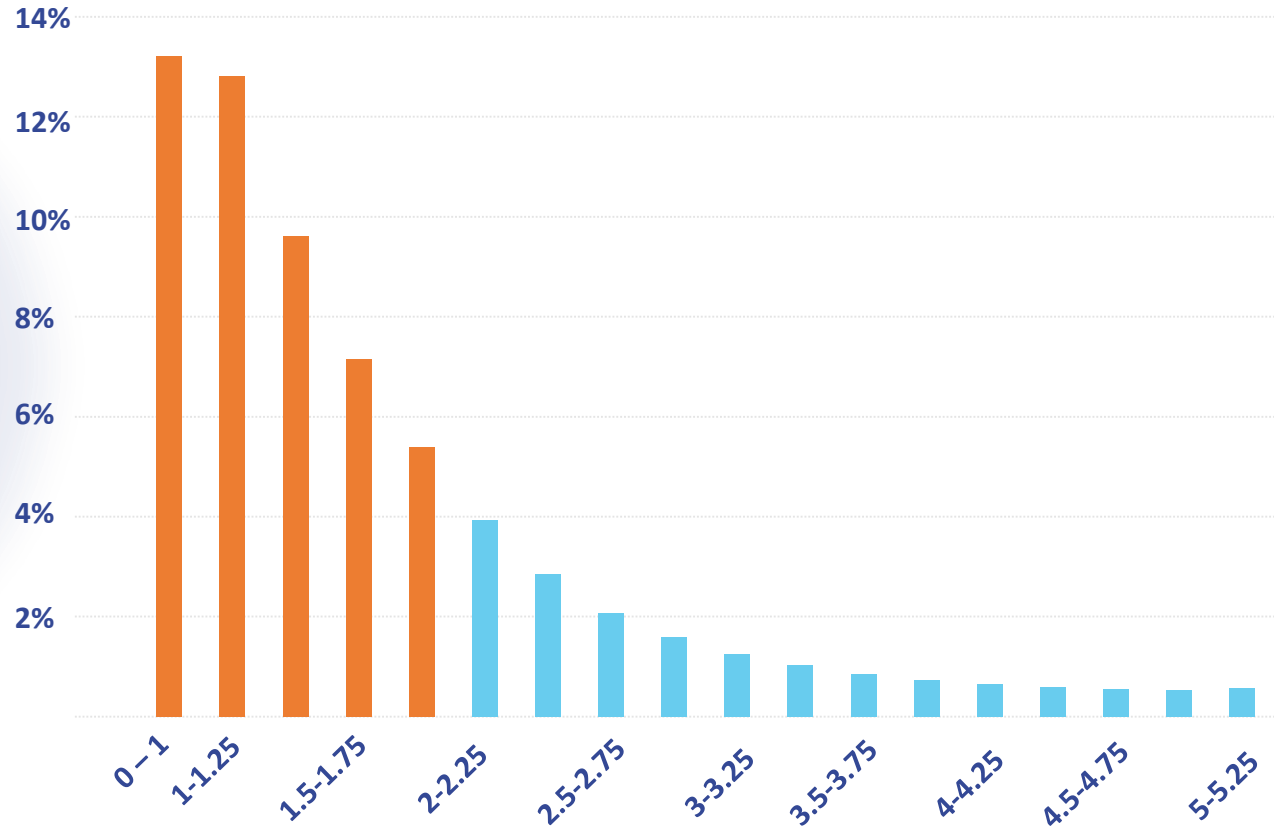
**Current  
transit service  
is not always  
competitive**

# Competitiveness of Relative Travel Times

## Travel Time Comparison with Auto

Transit Market Share

Transit is most competitive when no more than 2x slower than auto



Transit to Drive Time Ratio

# Understanding Trip Purposes

## Commute Trips

Travel from home to a regular destination at an employment center during peak hours



## Work Trips

Travel from home to a regular destination nearby anytime during the day or week



## Other Trips

Occasional travel from a changing origin to a changing destination



# When is Travel Speed important?

*For Long Distance Trips: 10 to 12.5 Miles*

Travel Speed is the key factor for longer trips.



30% of time getting to/from transit

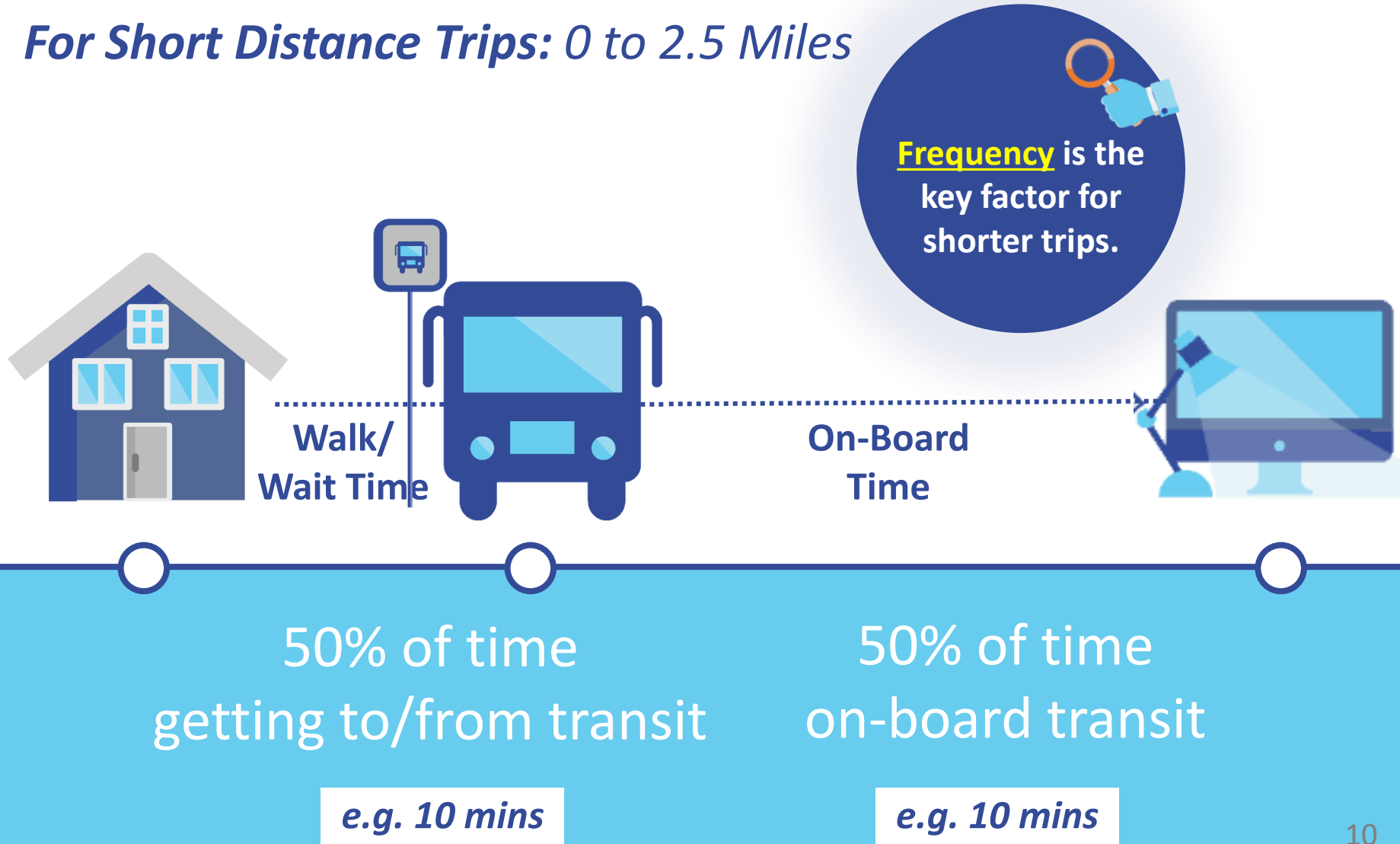
*e.g. 10 mins*

70% of time on-board transit

*e.g. 25 mins*

# When is Frequency important?

*For Short Distance Trips: 0 to 2.5 Miles*





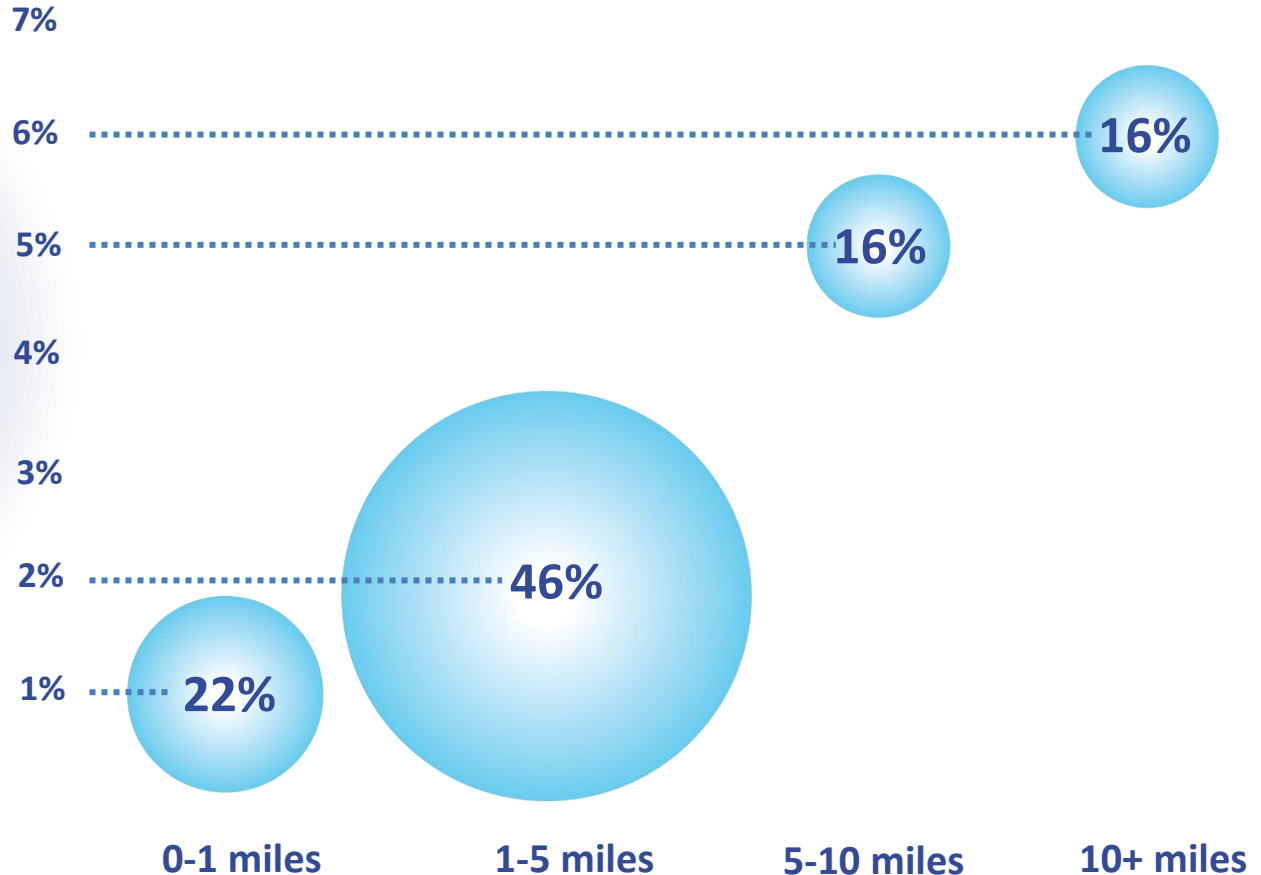
# Competitiveness and Market Potential

## Transit Market Share by Distance & Percent of Total Trips

Transit Market Share

Increasing our transit share of short distance trips to 6% means 500,000 new trips

% of total trips



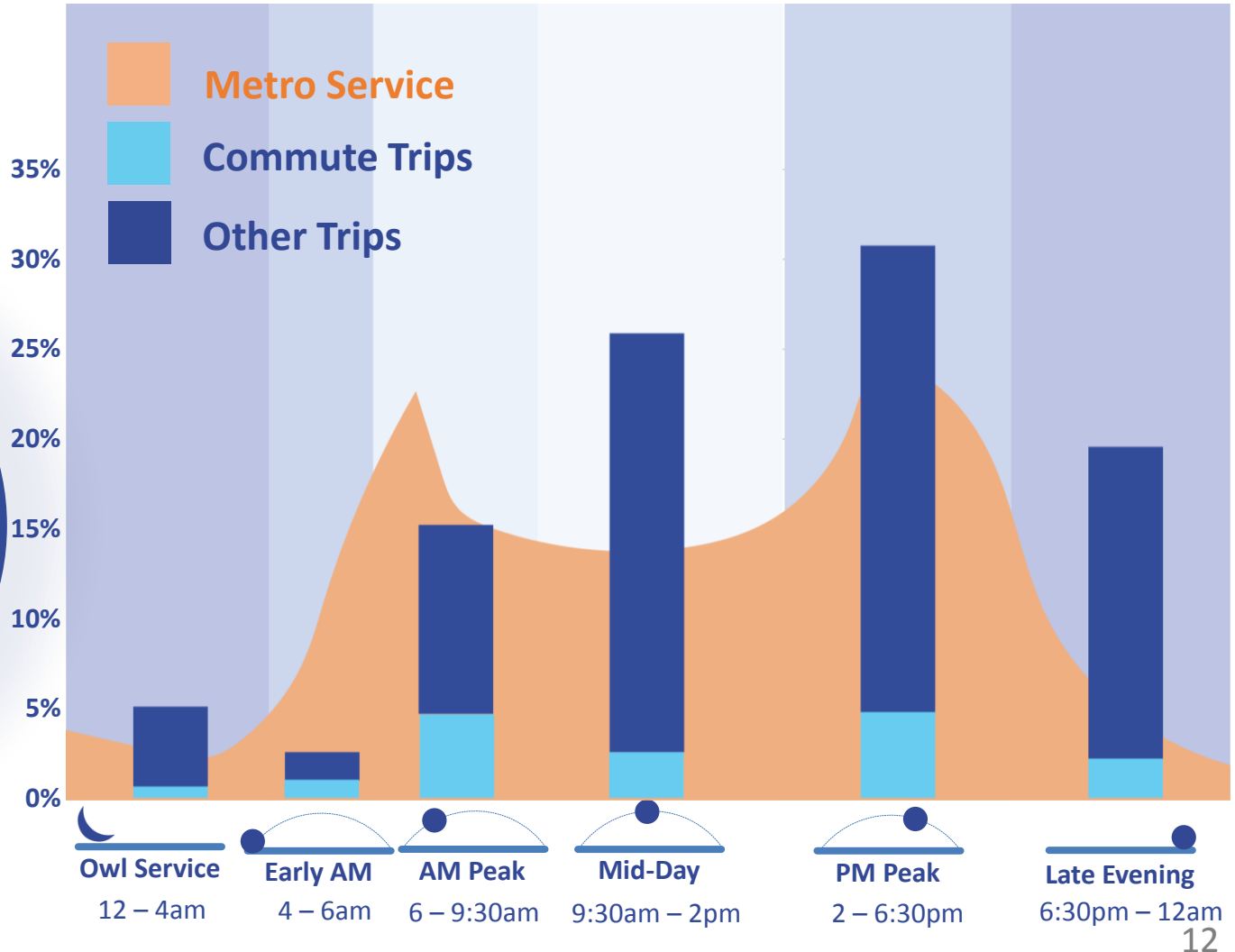
Trip Distance

# More Frequent Service for Non-Commute Trips

## Travel and Operations by Time of Day

Share of all trips and service by time of day

Current service does not match midday and evening travel demand.



Note: Bar chart shows data by time period while area plot shows hourly data

# Market Priorities

## Short Distance



*Frequency*

## Long Distance



*Speed*

### Commuter Trips



*Peak Hour*

**8% of all trips**  
**5% transit market share**

**We are successful here and should continue to focus on this travel market.**

### Other Trips



*All Day*

**We are not competing well in our biggest potential market and need to rethink our service to better capture short trips.**

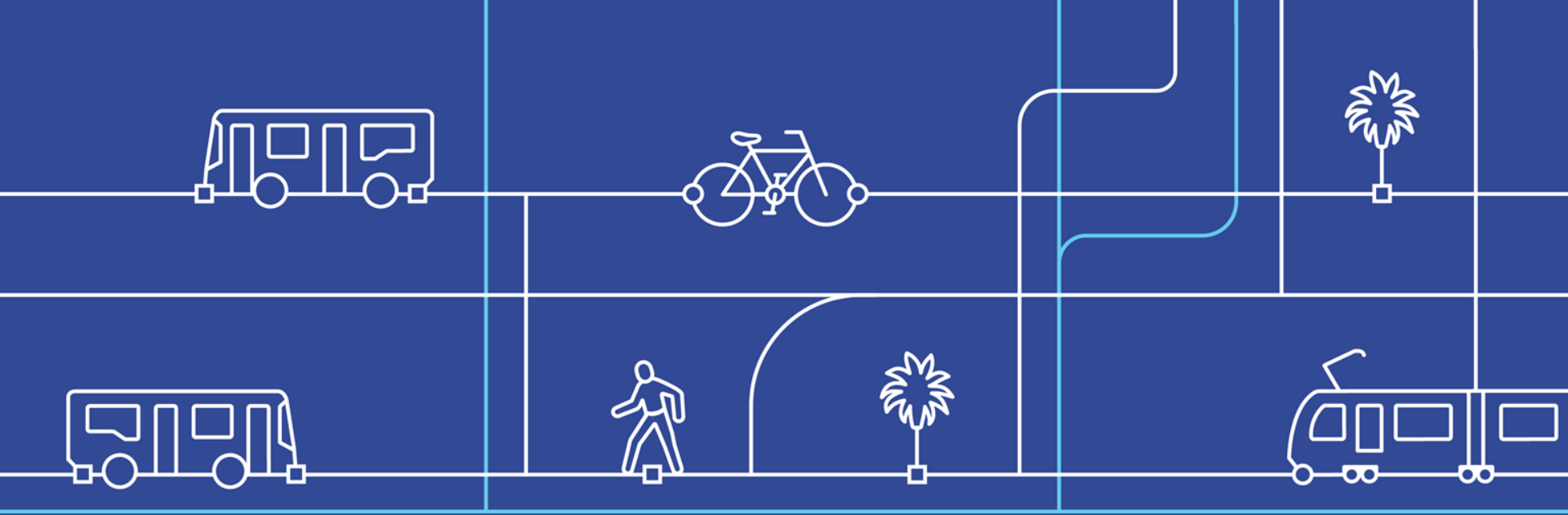
**24% of all trips**  
**4% transit market share**

# Next Steps on Service Concepts

Date	Stakeholder	Topic
Sept 2018 Sept 6, 2018 Oct 15, 2018	Service Councils Board Staff Metro Board	Transit Competitiveness & Market Potential
Sept 25, 2018 Jan 2019 Jan 2019	External Working Group Service Councils Public Workshops	Tradeoffs & Service Concepts
Jan-Feb, 2018 TBD	External Working Group Board Staff	Recommend Service Concepts (for Board approval)
Mar 2019	Metro Board	Draft Service Concepts (Policy Guidance)
Apr 2019	Metro Board	Final Service Concept* (Policy Guidance)



\*Beginning of detailed route and schedule planning based on Service Concept



# Thank You



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File #: 2018-0653, File Type: Federal Legislation / State Legislation (Position)

Agenda Number: 37.

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**EXECUTIVE MANAGEMENT COMMITTEE  
OCTOBER 18, 2018**

**SUBJECT: FEDERAL LEGISLATION**

**ACTION: ADOPT STAFF RECOMMENDED POSITION**

**RECOMMENDATION**

ADOPT staff recommended position:

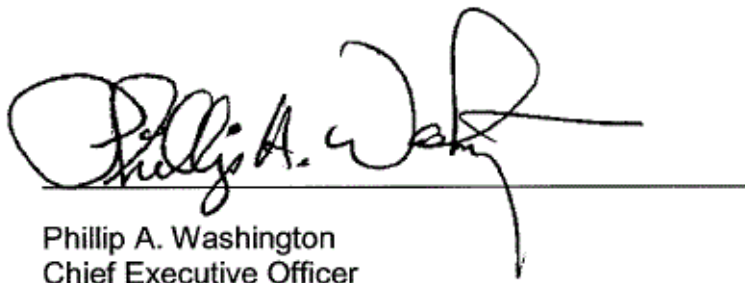
- A. House Resolution 5857 (DeFazio) - Stop Sexual Assault And Harassment In Transportation Act **SUPPORT**

**ATTACHMENTS**

Attachment A - H.R. 5857 (DeFazio) Legislative Analysis

Prepared by: Marisa Yeager, Senior Manager, Government Relations (213) 922-2262  
Michael Davies, Senior Manager, Government Relations (202) 248-5426

Reviewed by: Pauletta Tonilas, Chief Communications Officer, (213) 922-3777



Phillip A. Washington  
Chief Executive Officer

## ATTACHMENT A

**BILL:** HOUSE RESOLUTION 5857

**AUTHOR:** U.S. REPRESENTATIVE PETER DEFAZIO (4-OR)

**SUBJECT:** STOP SEXUAL ASSAULT AND HARASSMENT IN TRANSPORTATION ACT

**STATUS:** HOUSE – REFERRED TO THE TRANSPORTATION AND INFRASTRUCTURE SUBCOMMITTEE ON RAILROADS, PIPELINES AND HAZARDOUS MATERIALS

**ACTION:** SUPPORT

### **RECOMMENDATION**

Staff recommends that the Board of Directors adopt a SUPPORT position on H.R. 5857– the Stop Sexual Assault and Harassment in Transportation Act authored by Representative Peter DeFazio of Oregon.

### **ISSUE**

H.R. 5857 would require transportation providers to adopt a formal policy providing that sexual assault and harassment in transportation is unacceptable under any circumstance. These providers must prominently display, on their websites or otherwise, a statement that they have adopted such a policy as well as the procedures their passengers can follow for reporting incidents of sexual assault and harassment. The policy must facilitate the reporting of these incidents; establish procedures for employees to follow if such an incident is reported; and require all appropriate employees to be trained on the policy. Additionally, the bill requires the Secretary of Transportation to annually collect data on incidents of sexual assault and harassment and make this data publicly available.

### **DISCUSSION**

Metro has taken strong and sustained actions to stop sexual assaults on and around our transportation network. Metro increased its efforts to reduce sexual harassment on our bus and rail system in April 2015 with our “It’s Off Limits” campaign that encourages victims and witnesses to contact police with reports of harassment. The campaign has included advertisements posted on buses and train cars in addition to distributing tens of thousands of information cards throughout the transit system. Our agency has also maintained a 24/7 hotline 844-Off-Limits (633-5464) that features counselors who are trained to address issues related to sexual harassment on a transit system. They can complete their reports on our digital complaint form on the Customer Relations site in 9 different Title VI languages that is offered by Metro.

Metro’s Civil Rights Complaint process is also posted throughout the system so that patrons know how to submit a civil rights complaint, which includes sexual harassment.

In addition, Metro provides the following within the agency:

- Conducts 2 hour Sexual Harassment Correction & Prevention trainings;
- Sexual Harassment online training for non-supervisors;
- Conduct Sexual Harassment training for new Bus Operators;
- Metro provides discussion during onboarding regarding Office of Civil Rights and Equal Employment Opportunities protected categories; and
- Metro has Civil Rights Policies 3 and 4 which cover Discrimination/Harassment/Retaliation and the Internal Complaint Process respectively; and Metro posts these policies and the CEO's statement about Sexual Harassment throughout the company.

For these reasons, staff recommends that the Board of Directors adopt a SUPPORT position on H.R. 5857. This recommendation is also consistent with Metro's Women and Girls Governing Council's support for this federal measure.

#### **DETERMINATION OF SAFETY IMPACT**

Staff has reviewed this proposal and has determined that the legislation would assist in improving safety in Los Angeles County and nationwide.

#### **FINANCIAL IMPACT**

Staff has not determined the financial impact of the bill.

#### **ALTERNATIVES CONSIDERED**

Staff has considered adopting either an oppose or neutral position on the bill. An oppose or neutral position would be inconsistent with previous direction from Metro's Board of Directors with respect to the agency's Federal Legislative program goals.

#### **NEXT STEPS**

Should the Board approve a SUPPORT position for H.R.5857, staff will prepare a position letter for the bill and work with Representative Peter DeFazio and other members of Congress as this bill continues to be considered by the appropriate congressional committees.





## Board Report

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**File #:** 2018-0355, **File Type:** Contract

**Agenda Number:** 38.

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**EXECUTIVE MANAGEMENT COMMITTEE  
OCTOBER 18, 2018**

**SUBJECT: MOBILITY ON DEMAND PILOT PROJECT**

**ACTION: AWARD CONTRACT**

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to execute a twelve-month sole source contract to NoMad Transit LLC in an amount not-to-exceed \$2,506,410, inclusive of sales tax, to operate a first and last mile(s) transportation network company pilot service to/from the North Hollywood, Artesia, and El Monte stations, with the option to renew for an additional one year at a baseline amount of \$2,506,410, to be negotiated based on the information and data analysis collected during the initial twelve-month pilot period for a total amount of \$5,012,820.

**ISSUE**

In October 2016, Metro was awarded \$1,350,000 from the FTA to partner with a transportation network company (TNC) to explore the viability and benefit of using TNC services to provide first and last mile solutions. Through this pilot, Metro aims to harness the mobility benefits provided by TNCs, open them up for a larger group of users, and direct them towards Metro's existing fixed-guideway facilities. Metro will partner with NoMad Transit LLC to provide first and last mile shared rides for trips originating and ending at North Hollywood, Artesia, and El Monte stations.

**BACKGROUND**

All transit users must contend with the first and last mile challenge. Improving connections to/from transit is critical to ensuring a more seamless journey and making it easier for customers to access the system. Technological innovations by new mobility services provide an opportunity for Metro to harness their benefits and apply them towards the first and last mile challenge.

In July 2016, together with King County Metro and Sound Transit in the Puget Sound region of Washington, Metro applied to the Federal Transit Administration's (FTA) Notice of Funding Opportunity and Solicitation of Project Proposals for the Mobility on Demand (MOD) Sandbox Demonstration Program. Foothill Transit, Access Services, City of Los Angeles, and UCLA are named partners in this grant for the LA region. The program is part of a larger research effort at FTA and USDOT that seeks to support transit agencies and communities as they navigate the evolving landscape of personal mobility and integrated multimodal transportation efforts.

Metro's proposal sought to partner with a transportation network company (TNC) to explore the

viability and benefit of using TNC services to provide first and last mile solutions for trips originating and ending at select transit stops in the Los Angeles County and Puget Sound regions.

In October 2016, Metro was one of 11 applicants selected for funding award from the MOD program. A total of \$1,350,000 in Section 5312 funds were awarded to Metro, including \$350,000 for the Puget Sound region, \$400,000 for research, and \$600,000 for Metro. Metro entered into a cooperative agreement with the FTA for the Federal funds in February 2017.

At the time of award, Lyft, Inc. (Lyft) was Metro’s named TNC partner. However, as the team moved forward in project scoping, negotiations failed with Lyft. With FTA’s express permission, in November of 2017, Metro substituted Lyft with NoMad Transit LLC, a wholly owned subsidiary of Via Transportation, Inc. (Via) as partner on the project.

Between November 2017 and September 2018, in line with the parameters of the project set forth by the FTA, Metro worked with Via to design the scope of service and to come to contract terms.

**DISCUSSION**

One key theme of Vision 2028 is that the market for personal mobility is changing rapidly due to changing social and cultural trends, as well as technological advances such as smart phones, information processing, and widespread data connectivity. New mobility concepts and solutions, such as TNCs, have expanded mobility options for those who have access to them. However, not everyone can afford them or has the ability to use them, because most TNCs require the possession of a smartphone with a data plan, and many TNCs do not accommodate users who need vehicles that can accommodate mobility devices. With funding assistance from the FTA, Metro aims to harness the mobility benefits provided by TNCs, open them up for a larger group of users, and direct them towards Metro’s existing fixed-guideway facilities. Metro will partner with Via to provide first and last mile rides for trips originating and ending at North Hollywood, Artesia, and El Monte stations.

Operation Details

The service will operate for 52 weeks, Monday through Friday, from 6:00 am to 8:00 pm for fourteen hours each day. Rides will be shared and on-demand. Customers can register for an account and request rides either by using Via’s mobile application or by dialing Via’s call center, which can accommodate customers with limited English proficiency. Customers who need additional assistance boarding or alighting vehicles or who need vehicles that can accommodate mobility devices can also request rides in the Via application or through Via’s call center. Via will provide equivalent service to ambulatory customers, non-ambulatory customers, and customers who need additional assistance to get in or out of a vehicle. Via will accept payment from both credit cards and pre-paid debit cards.

Fares

The following fares have been established for rides:

<b>Eligibility</b>	<b>Fare Amount</b>
Customers who input or provide a TAP card number during account registration prior to requesting a ride.	Base fare of \$1.75 (flat)

Customers who do not input or provide a TAP card number during account registration or do not update their account with a TAP card number prior to requesting a ride	Base fare plus \$2 fee (flat)
Customers who are registered LIFE participants	Free fare

Via is entitled to collect and retain all fare revenue generated by the service. As part of this twelve-month pilot, Via has agreed to share in a portion of the financial risks associated with the project. Via will credit Metro in the amount of \$285,650 towards payment of the Contract price. This amount is based on the fare revenue of maintaining 3 riders per driver hour on the platform and is one mechanism for incentivizing Via to ensure successful rider acquisition.

TAP Integration

While this twelve-month pilot will not have full TAP integration and customers cannot pay for rides using their TAP card, the fare structure incentivizes customers to input their TAP card number when registering for the service. This allows for a more accurate understanding of travel patterns. It is also designed to ensure that regional TAP customers use the service to connect to/from Metro’s stations. Full TAP integration will be explored further if the pilot continues beyond the twelve months.

Catchment Areas

The service will be split into three catchment areas around the North Hollywood, El Monte, and Artesia stations. Catchment areas are approximately 6 square miles. Several criteria were considered when selecting stations and catchment areas, including geographic diversity, thresholds for percentage of low income and minority populations, current first and last mile access, and compelling use-cases to test. In addition to meeting this criteria, North Hollywood was identified for its strong first and last mile connections, and to test if the service can successfully connect riders to/from difficult-to-serve residential networks. Artesia Station was also identified for its strong first and last mile connections, and to test if the service can substitute for difficult walking and biking trips. Foothill Transit and LADOT are partners on the FTA grant, which made El Monte a logical choice. Additionally, as the terminus of the Silver Line, El Monte station has paid parking that are fully occupied daily. Metro and FTA also want to test the first and last mile service to/from BRT, light rail, and heavy rail stations.

Independent Contractor Drivers

Via is responsible for recruiting and registering independent contractor drivers to drive on the Via platform using their own personal, qualified vehicles. Metro will not own, operate, or maintain any vehicles. Via is responsible for administering background checks and drug and alcohol testing prior to onboarding drivers. In line with the California Public Utilities Commission (CPUC) standards, background checks will be conducted by an accredited consumer reporting agency, known as Checkr, and includes a multi-jurisdictional database search, federal criminal search, sex offender search, global watchlist search, county criminal search, and motor vehicle record search. Additionally, per CPUC, Via is required to participate in the DMV’s Employer Pull Notice (EPN) Program, which enables Via to regularly check records of drivers. The EPN Program notifies Via of a change in a

driver's record at any time, including new convictions, failure to appear, accidents, license suspension, or revocation.

#### Data Sharing

As part of the agreed upon scope, Via has agreed to a level of data sharing that is unprecedented with these types of new mobility partnerships. Upon service start, Via will provide Metro with access to an online dashboard that will serve as a data portal. Data regarding service performance will be inputted on a regular basis. The dashboard will also be used to report monthly Key Performance Indicators (KPIs) and to provide an overview for the service performance across a number of dimensions.

#### Research

This grant is funded under FTA's Research, Development, Demonstration and Deployment program authority. As such, data collection and research analysis are integral components to this pilot and will allow Metro to better understand the costs and benefits of this new mobility service. \$400,000 of the grant funds is devoted to research. The Eno Center for Transportation is leading a research team supported by the University of California Los Angeles and the University of Washington to document the entire project process, analyze resulting data, develop lessons learned and recommendations, and disseminate the final reports to the industry.

#### Option Term

Based on information and data analysis that is derived during the initial twelve-months of the pilot, Staff may return to the Board to ask approval to exercise the option term. In the event the level of effort for the option term exceeds the initial pilot project amount, Staff will negotiate with NoMad Transit LLC prior to returning to the Board to seek approval.

### **DETERMINATION OF SAFETY IMPACT**

The Mobility on Demand pilot project will not have any adverse safety impacts on Metro employees and patrons.

### **FINANCIAL IMPACT**

This project is funded in part by a \$1.35M grant from the FTA. The total project cost is \$3,386,910. This includes a 12-month contract with Via, amounts due to King County Metro and the Eno Center for Transportation for their portion of the grant, and LA Metro-specific costs related to project implementation.

The total contract with NoMad Transit is an amount not to exceed \$2,506,410. Via has agreed to share in a portion of the financial risks associated with the project and will credit Metro in the amount of \$286,650 towards payment of the Contract price, amortized over 12 months.

Per the cooperative agreement with the FTA, Metro will be able to invoice the FTA for up to \$1,350,000. \$350,000 of this will serve as a pass-through to King County Metro to put towards their pilot, for which they will invoice LA Metro. \$400,000 is encumbered to the Eno Center to conduct research. Of the remaining grant, \$130,500 will be put towards costs borne by LA Metro to

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accommodate the project and \$469,500 will be dedicated to LA Metro's contractual cost. The remaining \$1,750,260 of the total project cost will encompass Metro's net local match.

The FY19 Budget includes \$1,934,013.25 in Project 100002 for Mobility on Demand and is funded with Prop A/C/TDA Admin funds. Project Manager will be responsible for budgeting for future project costs.

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

Staff's recommendation supports initiative 1.3 from Vision 2028: To manage transportation demand in a fair and equitable manner, Metro will explore opportunities for expanding access to shared, demand-responsive transportation options for everyone. Staff's recommendation also supports initiative 1.2 from Vision 2028: To improve LA County's overall transit network and assets, Metro will improve connectivity to provide seamless journeys.

### **ALTERNATIVES CONSIDERED**

The Board may decide not to establish the project cost and/or authorize the CEO to execute a contract with NoMad Transit. This alternative is not recommended as it does not allow Metro to explore opportunities for expanding access to shared, demand-respond transportation options for everyone-an initiative identified in Metro Vision 2028. Metro would also need to return the grant to FTA.

### **NEXT STEPS**

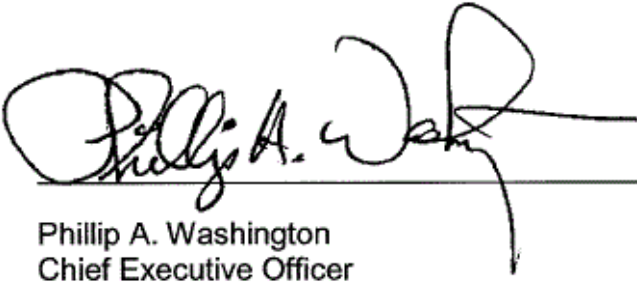
Upon Board approval, Metro staff will execute a contract with NoMad Transit LLC for the Mobility on Demand project. Service is expected to launch the last week of January 2019 for a period of twelve months, with an option to extend for one year. Via is responsible for executing a comprehensive communications and marketing plan around this service, with support and guidance from Metro. Updates on the pilot's progress will be provided to the Board.

### **ATTACHMENTS**

- Attachment A - Procurement Summary
- Attachment B - DEOD Summary
- Attachment C - Catchment Areas Map

Prepared by: Emma Huang, Principal Transportation Planner, (213) 922-5445

Reviewed by: Joshua Schank, Chief Innovation Officer, (213) 418-3345  
Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## MOBILITY ON DEMAND PILOT PROJECT

1.	<b>Recommended Vendor:</b> NoMad Transit LLC, a wholly owned subsidiary of Via Transportation, Inc.	
2.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input checked="" type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
3.	<b>Procurement Dates:</b>	
	A. Issued: N/A	
	B. Advertised/Publicized: N/A	
	C. Pre-Proposal Conference: N/A	
	D. Proposals Due: N/A	
	E. Pre-Qualification Completed: N/A – FTA Issued Grant	
	F. Conflict of Interest Form Submitted to Ethics: September	
	G. Protest Period End Date: N/A	
4.	<b>Contract Administrator:</b> Carolina Coppolo	<b>Telephone Number:</b> (213) 922-4471
5.	<b>Project Manager:</b> Emma Huang	<b>Telephone Number:</b> (213) 922-5445

**A. Procurement Background**

This Board Action is to approve a twelve-month contract, with the option of an additional twelve months, to NoMad Transit LLC, a wholly owned subsidiary of Via Transportation, Inc. (Via), issued in support of an FTA-grant funded Mobility on Demand Pilot Project.

In July 2016, Metro, together with King County Metro and Sound Transit in the Puget Sound region of Washington, applied to the Federal Transit Administration's (FTA) Notice of Funding Opportunity and Solicitation of Project Proposals for the Mobility on Demand Sandbox Demonstration Program. At the time of grant award, Lyft, Inc. was named Metro's named transportation network company. However, after negotiations failed with Lyft, and with FTA's express permission, Metro substituted Lyft with NoMad Transit, LLC.

**B. Evaluation of Proposals**

Metro staff worked in parallel with Via to design the scope of services as set forth by the FTA. The service will operate for 52 weeks, Monday through Friday, from 6:00 am to 8:00 pm. Rides will be shared and on-demand, with independent contractor drivers utilizing their own vehicles.

Customers can register for an account and request rides either by using Via's mobile application or by dialing Via's call center, which can accommodate customers with limited English proficiency. Customers who need additional assistance boarding or alighting vehicles or who need vehicles that can accommodate mobility devices can also request rides. Via will provide equivalent service to ambulatory customers, non-

ambulatory customers, and customers who need additional assistance to get in or out of a vehicle. Service is expected to launch in late January 2019.

**C. Cost/Price Analysis**

The price has been found to be fair and reasonable based upon a cost analysis, technical analysis, fact finding, negotiations and payroll records for drivers.

<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
NoMad Transit LLC, a wholly owned subsidiary of Via Transportation, Inc.	\$2,150,970	\$2,502,380	\$2,506,410*

\* The negotiated amount includes the cost of insurance (including excess coverage), additional reporting and driver onboarding and registration.

**D. Background on Contractor**

The contractor, NoMad Transit LLC (Via), is a wholly-owned subsidiary of Via Transportation, Inc. Via is a ridesharing company based in New York City. The company was founded in 2012 and operates in all five boroughs of New York City, areas of Chicago, and Washington DC. The company's technology is used in ridesharing projects in Paris, United Kingdom and Austin, Texas. Via has delivered more than 25 million rides. The company has partnerships with Arriva, Keolis, the Capital Metropolitan Transportation Authority in Austin, Texas, the City of Arlington, Texas, and the City of West Sacramento.



DEOD SUMMARY

MOBILITY ON DEMAND PILOT PROJECT

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) did not establish a Disadvantaged Business Enterprise (DBE) goal on this sole source contract. FTA identified in advance which contractors would be performing the work in the grant award and as such, the work was not competitively bid. Metro encouraged NoMad Transit LLC to create opportunities to include DBE firms in the project and has provided a listing of certified translation service providers as an outreach resource for call center support of the project.

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) is not applicable to this contract.

**C. Prevailing Wage Applicability**







Prevailing wage is not applicable to this contract.

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. Project Labor Agreement/Construction Careers Policy is applicable only to construction contracts that have a construction contract value in excess of \$2.5 million.

# North Hollywood Catchment Area

## Legend

-  Red Line Stations
-  Burbank Metrolink Station
-  Metrolink
-  Red Line
-  Orange Line
-  Catchment Area\*

Catchment area = customers within this area can request rides to/from the North Hollywood station

\*Catchment area is subject to refinement



0 0.425 0.85 1.7 Miles

Prepared by Metro Service Planning

September 2018

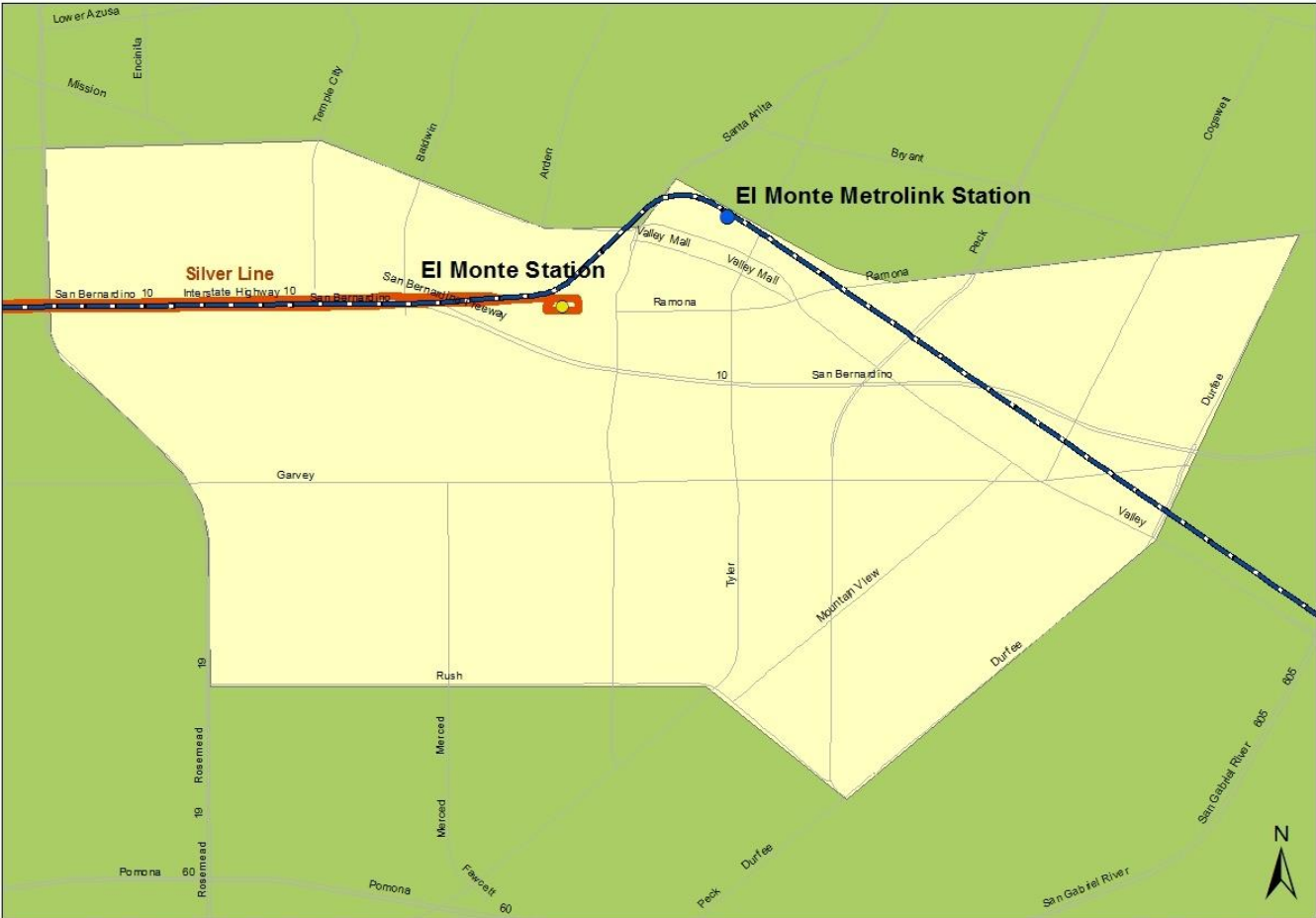
# El Monte Catchment Area

## Legend

- El Monte Station
- El Monte Metrolink Station
- Metrolink
- Silver Line
- Catchment Area\*

Catchment area = customers within this area can request rides to/from the El Monte station

\*Catchment area is subject to refinement



0 0.25 0.5 1.0 Miles

# Artesia Catchment Area

## Legend

- Blue Line Stations
- ++++ Blue Line
- Catchment area\*

Catchment area = customers within this area can request rides to/from the Artesia station

\*Catchment area is subject to refinement



0 1 2 3 Miles

A long-exposure photograph of a train at night, creating horizontal light trails in shades of blue, white, and red. The background shows dark trees and a building with some lit windows under a night sky.

# OEI

OFFICE OF EXTRAORDINARY  
INNOVATION



Metro®

MOBILITY ON DEMAND PILOT

Oct. 18, 2018

# MOBILITY ON DEMAND

- \$1.35M FTA Sandbox Demonstration grantee
- First and last mile rides to and from 3 transit stations
- Partnership driven



VIA



King County



Metro®



Foothill Transit



# PILOT GOALS

- Test new method to get customers to/from stations
- Open mobility benefits provided by TNCs to larger group of users
- Create a replicable business model



# OVERVIEW

## Rides will be

- Shared
- Affordable
- Accessible

## Timeline

- January 2019 launch
- 12 month pilot with option to extend



# KEY DIFFERENCES

## Mobility on Demand

- Serving first and last mile rides to/from Metro stations
- 1 year of operation with option for one additional year
- 3 zones focused around Metro stations
- Testing a business model using independent contractors
- Mixed fleet of driver-owned vehicles, inspected and approved by Via
- Lite TAP integration for pilot period
- Rides are requested using Via's app or Via's call center

## MicroTransit Pilot

- Serving all trip types
- Up to three years of operations in pilot phase
- Number and types of zones to be determined
- Testing a business model using Metro operators
- Mixed fleet of vehicles to be leased by private sector
- TAP Integration anticipated
- Rides are requested using an app and call center



**Metro**

# METHODOLOGY

## Criteria Considered

- Geographic diversity
- Thresholds for percentage of low income and minority populations
- Current first and last mile access
- Compelling use-cases to test


## Process

- Worked with service planning to shortlist stations based on criteria
- Worked with Via and analyzed list to determine where Via can provide the greatest value
- Negotiated total square mileage to maximize value of service

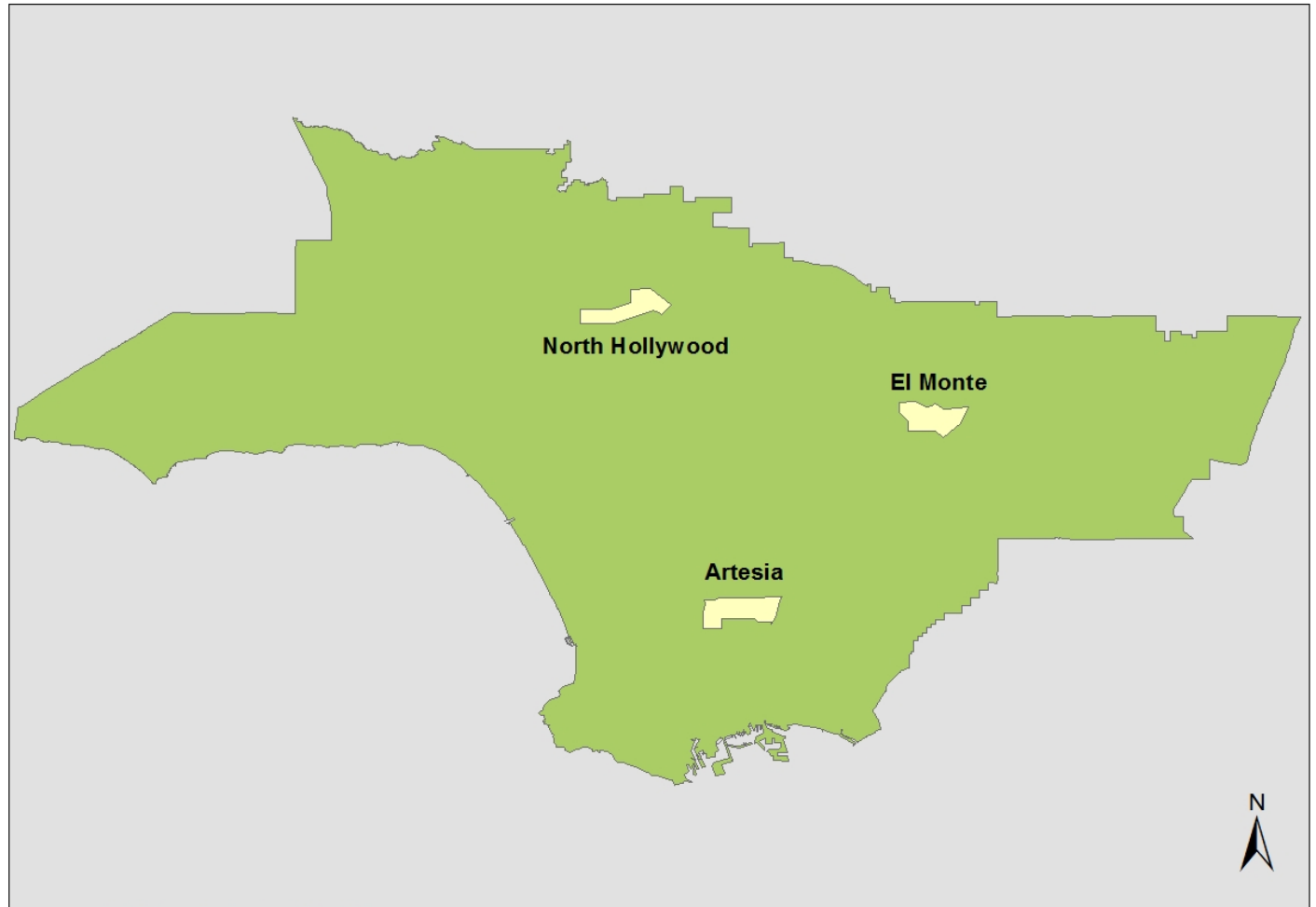
# STATION SELECTIONS

## Mobility on Demand Pilot Metro Service Area

### Legend

 Catchment Area







\* Catchment areas are subject to refinement.



# NORTH HOLLYWOOD

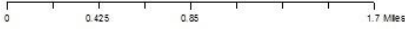
## North Hollywood Catchment Area

### Legend

-  Red Line Stations
-  Burbank Metrolink Station
-  Metrolink
-  Red Line
-  Orange Line
-  Catchment Area\*

Catchment area = customers within this area can request rides to/from the North Hollywood station






\*Catchment area is subject to refinement



# EL MONTE

## El Monte Catchment Area

### Legend

-  El Monte Station
-  El Monte Metrolink Station
-  Metrolink
-  Silver Line
-  Catchment Area\*

Catchment area = customers within this area can request rides to/from the El Monte station

\*Catchment area is subject to refinement



# ARTESIA

## Artesia Catchment Area

### Legend

- Blue Line Stations
- +—+—+ Blue Line
- Catchment area\*

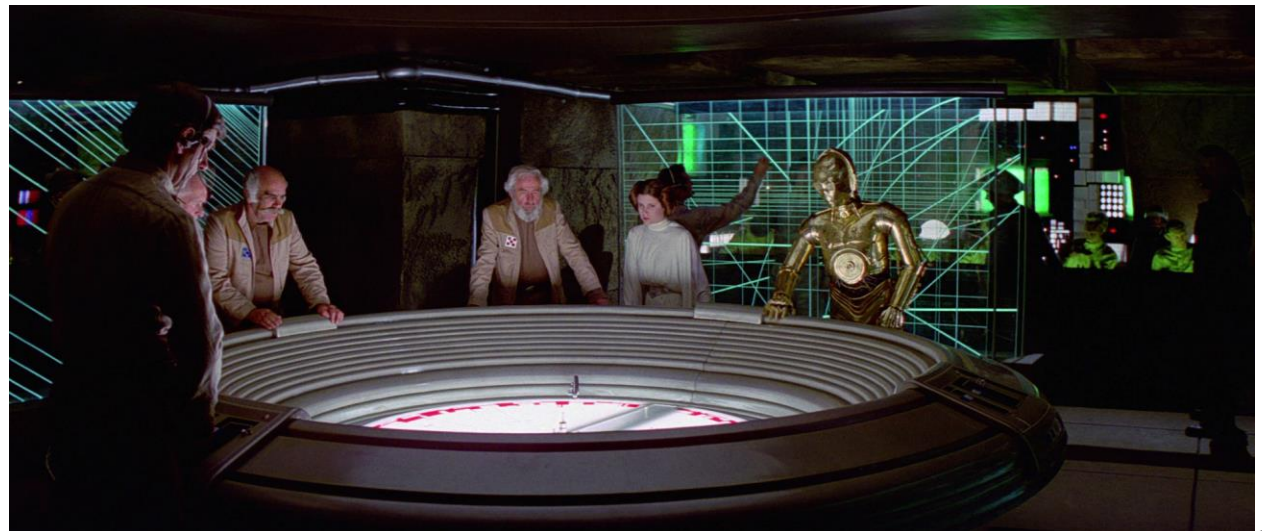
Catchment area = customers within this area can request rides to/from the Artesia station

\*Catchment area is subject to refinement



# OPERATION DETAILS

- Monday – Friday, 6:00am-8:00pm
- Via's mobile application and call center
- Credit cards or pre-paid debit cards
- Wheelchair accessible vehicles



# BACKGROUND CHECKS

- Independent contractor drivers
- FTC accredited consumer reporting agency runs checks
- DMV's Employer Pull Notice Program
- Meets all CPUC requirements





# FARES

## Eligibility

Input TAP card number

No TAP card number provided

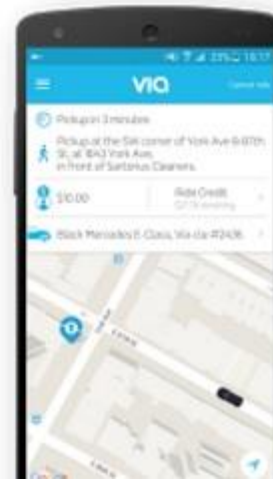
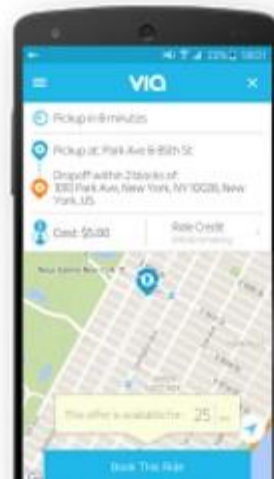
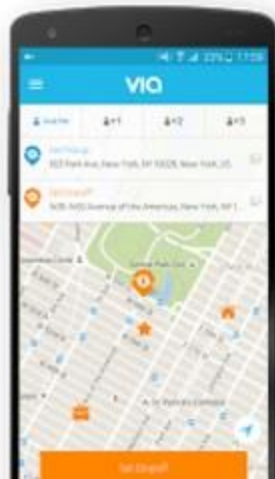
Registered LIFE Participants

## Amount

\$1.75 base fare

Base fare + \$2

Free



# PILOT COSTS

Project Costs	
12-month contract with Via	\$2,506,410
Pass through to grant partners	\$750,000
Admin., signage & striping	\$130,500
<b>Total Project Costs</b>	<b>\$3,386,910</b>
Funding Sources	
FTA grant (\$750k pass through and \$600k Metro allocation)	\$1,350,000
Via's risk sharing contribution	\$286,650
Metro's net local match	\$1,750,260
<b>Total Funding Sources</b>	<b>\$3,386,910</b>

# MEASURING SUCCESS

Project Goals	Key Performance Indicator	Targets
1. Improve mobility by increasing ridership for the Agency through pilot service	Number of trips per week	1000 trips/week
2. Provide a reliable, high quality FLM customer experience	Average wait time	10 minutes or less
	Average ride feedback rating	Average ride rating of 4.5
	Percent demand met	80%
3. Increase vehicle utilization of FLM vehicles by aggregating multiple riders into single vehicles when possible	Average riders per driver per hour	2.5 rides per driver hour
4. Ensure access for disadvantaged populations through LEP enabled call center and affordability of service	Percent demand met; average wait times	80%; 10 minutes or less
	Percent demand met; average wait times	80%; 10 minutes or less
5. Ensure cost efficiency to the Agency and the Contractor	Utilization (Average rides per driver hour)	2.5 rides per driver hour

# INNOVATIVE CHARACTERISTICS

- Via's risk-sharing contribution
- Data sharing
- Ability to iterate
- Insurance and indemnification



# QUESTIONS?

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**Board Report**

**File #:** 2018-0606, **File Type:** Program

**Agenda Number:** 39.

**REVISED  
FINANCE, BUDGET AND AUDIT COMMITTEE  
OCTOBER 17, 2018  
EXECUTIVE MANAGEMENT COMMITTEE  
OCTOBER 18, 2018**

**SUBJECT: METRO TRANSPORTATION SCHOOL**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. APPROVING the programming of up to \$2.875 Million in FY21, \$3.631 Million in FY22, \$4.494 Million in FY23, and \$5 Million annually from FY 24 through FY35 (cumulatively, up to ~~\$75~~ \$71 Million over 15 Fiscal Years), to support the operations of Los Angeles County’s first transportation infrastructure school; and
- B. AUTHORIZING the Chief Executive Officer or his designee to negotiate and execute a Funding Agreement for the transportation infrastructure school with the County of Los Angeles.

**ISSUE**

Metro is poised to dramatically transform the transportation infrastructure of the region with the passage of Measure M, and in doing so, propel the development of a sizeable well-trained and well-paid skilled workforce to support the planning, construction, operations, and maintenance of our expanding system. This increasing demand for a skilled transportation workforce both within the agency and the industry at-large, combined with local at-risk youth’s employment needs, create a strategic opportunity for Metro to impact the cycle of poverty by serving as an engaged, founding industry partner in a public charter boarding school to provide students with real word learning opportunities that will educate, engage, expose, and employ students within the transportation and infrastructure industry.

The County of Los Angeles has entered into an Exclusive Negotiating Agreement (ENA) with the SEED Foundation to serve as the boarding school operator, with plans to open the school in FY2021. The SEED Foundation will be responsible for facilitating the financing and construction of the boarding school. Ten-million dollars in funds are required annually, once the school reaches full

enrollment in Year 4 of operation, to facilitate the operations of the boarding school. This would be leveraged by Average Daily Attendance revenue from the State which would offset the costs of operating the traditional academic functions of the school.

A firm operating subsidy is required for the SEED Foundation to seek financing for the construction of the boarding school. The proposal is for the County and Metro to share the operating subsidy equally.

An early determination of a long-term commitment to the operating subsidy is also a best practice to demonstrate the long-term commitment of the public partners to the school to prospective philanthropic donors.

## **BACKGROUND**

At its April 2017 meeting, the Metro Board approved Motion #43 by Directors Ridley-Thomas, Fasana, Garcetti, Barger, Garcia, and Dupont-Walker directing the CEO to develop a framework for a pilot educational and job training program, specifically, though not exclusively, targeting at-risk probation youth who had exposure to the County's safety net and who had historically been under-served educationally. (Attachment A).

At its June 2017 meeting, the Metro Board received and filed the proposed framework for a pilot educational and job training program with the objective of facilitating career pathways for local youth in Los Angeles County's transportation sector.

At the May 2018 meeting, the Metro Board authorized the CEO to negotiate and enter into an MOU with the County for the development of the transportation school. The MOU action did not address funding.

At its June 2018 meeting, the Los Angeles County Board of Supervisors authorized an ENA with the SEED Foundation to serve as the boarding school operator for a site in the County's possession on the 8500 block of South Vermont Avenue in Los Angeles.

At the September 2018 meeting, the Metro Board approved \$1M for the predevelopment activities associated with the school site.

## **DISCUSSION**

### **Transportation School Framework**

Attachment B, *The SEED School of Los Angeles County*, outlines the Mission, Vision, and the Educational Model for the boarding high school. The high-school (grades 9 -12), *SEED LA*, will be the first public boarding school nationwide to focus specifically on the future workforce needs of the global transportation infrastructure industry.

SEED LA will fill the missing link within Metro's Career Pathway. Metro has built a clear pathway to careers in transportation and combined this roadmap with investments in people development. SEED LA will serve as the portal to this career pathway by preparing members of our future workforce to be educated, engaged, exposed, experienced and employed within the transportation

industry, readying them, through experienced based learning activities and practicums, internships, mentorships and related strategies, for a meaningful career in the industry.

The SEED LA School will recruit students who can most benefit from this structured boarding school experience. There are over 18,000 youth in foster care in Los Angeles County, while nearly 78,000 youth are homeless. The SEED Foundation has demonstrated success at its three established campuses in Washington D.C., Baltimore, and Miami, in creating positive educational and personal experiences for young people, specifically those with multiple poverty indicators, who have had experience with the local safety nets, including the juvenile justice and child welfare systems. The students at the SEED Foundation's existing boarding schools are twice as likely to graduate and three times more likely to graduate from college. The SEED Foundation has produced graduates who enroll in college at the rate of 94% and graduate at 3.5 times the rate of low-income, first generation students. Due to the diverse needs of the targeted students, the SEED Foundation provides an extensive wrap-around services model. Locally, this model will leverage our partnership with Los Angeles County to bring a high-level of support for the students of SEED LA.

The SEED LA School will be open to all youth in Los Angeles County, with a special focus on "opportunity youth" that have, or are at risk, of contact with Los Angeles County's public safety, child protection and welfare departments, or youth who have historically been under-served educationally. High school graduation rates for this population are 45% in California compared to 71%-76% for the general population. The SEED Foundation's graduation rate for a population with consistent poverty indicators is 92%.

### **Relevance to the Industry**

The concept of bringing a college-prep and career-readiness experience has been embraced by the transportation industry partners including private companies who operate within the Transportation Infrastructure space. Metro has consistently heard from leaders within Transportation Infrastructure of their concerns regarding their ability to recruit and retain the future workforce. For example, Metro's recent Disparity Study suggests that there is insufficient availability of minority-owned professional firms to accommodate the amount of business that Metro has to offer. To prepare students for careers in the industry, the following approaches will be used:

- Innovation will be embedded in all aspects of the school through an infused transportation infrastructure curriculum in both the traditional academic setting and as part of after-school programming. Focus areas may include engineering, information technology, public administration and policy, urban and regional planning, and logistics and supply chain management.
- An alignment of the curriculum development for synergy with Metro's workforce demands, to include the full arc of possibilities for youth, including career readiness for college preparatory education and options for immediate job opportunities through Metro and its contractors.
- While not offered in the inaugural years, the curriculum will be developed such that students will have the opportunity to attain industry certifications or training programs to successfully transition to transportation related careers with Metro, other transit industries or pursue related Bachelor degrees. Pathways may also be created to offer dual enrollment in college courses



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while in high school with the potential of graduating with an Associates' degree (AA). Ultimately, providing various strategies for students to receive a post-secondary education will be paramount. This aligns with the goal of creating a pipeline for future Metro employees, as 65% of Metro's job classifications require a college degree, and the needs of the industry to fill management and leadership positions; and

- SEED LA will partner with labor, the private sector, community colleges and community organizations to develop culturally-sensitive training programs with wrap-around services (as needed).

In addition to the SEED LA School, the Vermont Manchester campus will also have an on-site transit job training center, that will expand the opportunities for disadvantaged non-school aged residents from across the County to seek opportunities for job training to prepare themselves for careers in the transit industry in coordination with Metro's WIN LA Program.

Given the shared goal with the industry, it is anticipated that long term, continuing support will also be provided by the industry to the SEED Foundation through philanthropic donations.

A Frequently Asked Questions document is provided as Attachment C.

### **Engagement with LA County Schools & Teachers -- E3 Initiative**

The work that has been conducted to develop this project has led Metro to better understand the diverse needs of our communities. The numerous needs of our youth and the opportunity to help them create positive and productive futures, was the inspiration to create a broader approach to connecting with the emerging workforce. To meet this objective, Metro has developed the Expose, Educate, and Employ Youth Initiative (E3). Beyond the SEED LA School, this E3 aims to expose, educate and employ the next generation of youth across the County into the transportation infrastructure industry. The E3 initiative will broaden Metro connections with the future workforce by expanding school tours, providing teacher education about careers in transportation and expanding internships and summer camp models to connect youth from throughout the County with the transportation industry.

### **DETERMINATION OF SAFETY IMPACT**

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

### **FINANCIAL IMPACT**

Staff requests that the Board program funds as follows, not to exceed \$2.875 million in FY21, \$3.631 million in FY22, \$4.494 million in FY23 and \$5 million in FY24 through FY35 once the school is fully operational. This programming will last for the duration of 15 fiscal years from FY21 through FY35. Annual budgeted commitments from Metro shall be no greater than \$5M. The maximum cumulative program allocation shall be no greater than ~~\$75~~ \$71 M.

As part of the solicitation process, the SEED Foundation provided a proforma for the costs associated with the round-the-clock services provided within a 5-day a week boarding school. Once

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the school is fully operational, with 400 students, there will be 52 staff members dedicated to the non-academic portion of the boarding school facility. Their duties will range from dedicated mental and health service delivery, facility operations and maintenance, resource coordinators, management, and various other operations. The total expenses associated with personnel costs are approximately \$3.76 million per year.

Other costs associated with the school include debt service for the facility, estimated at approximately \$2.25 million per year, food at \$1.3 million per year, student transportation at \$350,000 per year, and various building, programmatic and administrative-related expenses at \$2.34 million per year.

The annual Metro allocation can be reduced depending on proceeds from external state and federal grants sought by Metro and charitable contributions to the SEED Foundation. SEED has committed to raising any other necessary funds beyond the \$10 million annual operating subsidy that is required from Metro and the County of Los Angeles. This will be shared equally between the two agencies.

Since this is multi-year long range programming effort, the Chief of Human Capital & Development will be responsible for budgeting costs in the current and future fiscal years.

#### Impact to Budget

As development and implementation occur, staff will assign eligible funds to the respective workforce initiative. Potential future Metro fund sources for the transportation school include external federal and state grants, Proposition A, C, Measure R Planning and Administration, General funds and other future fund sources eligible for workforce development and training based on eligibility and availability. Before programming funding eligible for transit operations, Metro will exhaust all other sources.

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

Recommendation supports strategic plan Goal #3 (Enhance Communities and lives through mobility and access to opportunity) - Initiative #3.1 (To lift up local communities, Metro will create jobs and career pathways in transportation). As part of the E3 Initiative, Metro is developing a transportation focused school curriculum to extend the career pipeline to high school students to cultivate the transportation infrastructure workforce of the future. The high school will complement the E3 Initiative by connecting school-age children throughout the County with the opportunity-rich industry of transportation infrastructure.

### **ALTERNATIVES CONSIDERED**

The Board could choose not to proceed with the recommended action. Staff does not recommend proceeding with this alternative since it does not address the priorities outlined in the Board motion to address the agency's workforce needs.

The Board could choose to program at five year intervals. This is not recommended as it may not provide the County and the SEED Foundation the certainty of funding required to finance the

construction of the school.

### **NEXT STEPS**

Upon approval by the Board, staff will execute the Funding Agreement with the County.

### **ATTACHMENTS**

Attachment A - Motion 43

Attachment B - The SEED School of Los Angeles County

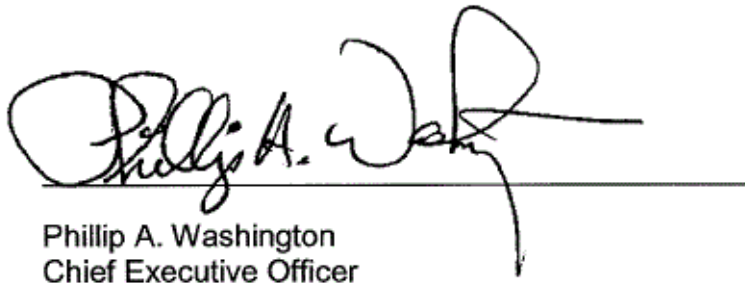
Attachment C - Transportation School FAQ

Attachment D - E3 External Stakeholder List

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

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

Phillip A. Washington, Chief Executive Officer (213) 922-7555



Phillip A. Washington  
Chief Executive Officer

Metro

Los Angeles County  
Metropolitan Transportation  
Authority  
One Gateway Plaza  
3rd Floor Board Room  
Los Angeles, CA

 Metro**Board Report**

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

Agenda Number:43.

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**EXECUTIVE MANAGEMENT COMMITTEE  
APRIL 20, 2017**

**Motion by:**

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

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

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

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

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

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

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

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

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

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

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

# THE SEED SCHOOL OF LOS ANGELES COUNTY

A college-prep boarding school for career readiness  
in transportation infrastructure, STEM and the humanities



# VISION AND MISSION

## **The SEED Foundation**

The SEED Foundation (SEED) believes in access to quality education and college completion as a solution to urban poverty. In 1998 SEED created the first public boarding school model to help children from high-need backgrounds achieve their dreams of high school graduation and post-secondary success.

SEED partners with urban communities to design and operate college-preparatory, public boarding schools that serve students five days a week from grades six through twelve. For 20 years SEED has implemented an innovative model that integrates a rigorous academic program with a nurturing boarding program. The SEED model teaches life skills and provides a safe and secure environment to help children from high-need backgrounds achieve their dreams. SEED's boarding model includes academic, residential, mental health, physical health, social, and enrichment programs, and has succeeded at preparing underserved students to become first-generation college graduates.

To date, SEED serves nearly 1,000 students in three schools: The SEED School of Washington, D.C. (opened in 1998), The SEED School of Maryland (opened in 2008) and The SEED School of Miami (opened in 2014).







## The SEED School of Los Angeles County

The SEED School of Los Angeles County (SEED LA), a public college-prep boarding school for career readiness in transportation infrastructure, STEM and the humanities, will be a public charter boarding high school with the primary mission to provide an outstanding, intensive educational program that prepares adolescents both academically and socially, for success in college, career and life. The school will prepare Los Angeles County youth both academically and socially for post-secondary success by including a career-readiness curriculum and programming that prepares students for opportunities in the transportation infrastructure industry, STEM and the humanities.

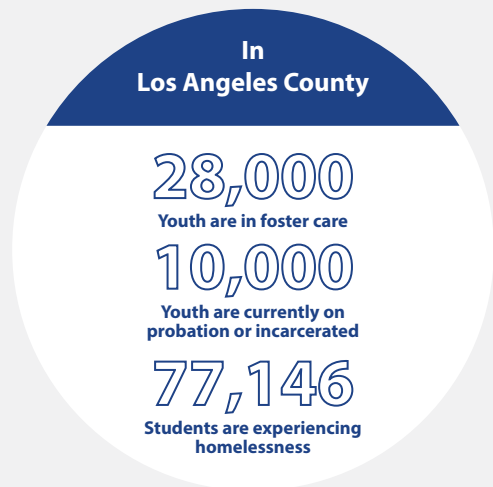
### SEED LA's Educational Philosophy: Industry-Aligned College-Prep and Career Education through the Five E's

- **Exposure (9th Grade):** Students will be introduced to and exposed to college and career opportunities in the transportation infrastructure industry.
- **Exploration (10th Grade):** Students will explore college and career options in the transportation infrastructure industry focused on research, development and evaluation.
- **Engagement (11th Grade):** Students will engage in college and transportation infrastructure career pathways and the social and environmental impacts of global transportation infrastructure needs.
- **Experience (12th Grade and beyond):** Students will experience careers in the transportation infrastructure industry through internship programs, including LA Metro's Transportation Careers Academy Program (TCAP) for 12th graders and the LA Metro Internship Program (MIP) for college and graduate students.
- **Employment (Graduation and beyond):** Leveraging their experience in transportation infrastructure internship programs, SEED LA graduates will be prepared for careers in the global transportation infrastructure industry.

# THE NEED TO BE ADDRESSED

The Los Angeles metropolitan area struggles with one of the highest youth unemployment rates in the country. Although the passage of Measure M will generate more than 778,000 new jobs in the next 40 years, the transportation infrastructure industry is struggling to meet the demand for a skilled workforce.

As provided in the response to Los Angeles County's Request for Proposals, SEED LA is being proposed to meet the needs of *Resilience Youth*: "students for whom high quality, trauma-informed education, healthcare, housing, mentoring, nutrition, recreational opportunities, and/or supportive services would have a measurable impact on well-being, motivation, and self-sufficiency and offer significant prospects they may otherwise not have been able to access."



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For high-performing students with stable home and community environments, a traditional school may be all they need to reach their full potential. But for many students who face challenges in the classroom, their community or at home, a more comprehensive 24-hour support model is needed. For thousands of children, a boarding school program is exactly what they need to succeed.

### **Student Population**

SEED LA will serve 400 students in grades 9-12 who have faced tremendous adversity. The final enrollment criteria and preferences will be decided with the Los Angeles County Office of Education and Los Angeles County partners, but we anticipate that students eligible to attend SEED LA will meet eligibility criteria such as:

- **below 200% of the federal poverty guidelines**
- **family experience with housing instability**
- **qualify for Title IV-B dollars**
- **history of contact with the child welfare and/or juvenile justice systems through the Department of Children and Family Services or the Probation Department**

# SEED LA'S EDUCATION MODEL

## **Signature Themes and Educational Concepts**

SEED LA's education model is a rigorous college-preparatory program for all students with an intensive focus on literacy and numeracy including coordinated instruction and support opportunities within a 24-hour boarding environment. All coursework is designed to prepare students to matriculate to a selective four-year university with no need for remedial courses and for careers in the global transportation infrastructure industry. Academic and student life curricula are coordinated to promote critical social and non-cognitive skills (e.g. resiliency, long-term goal-setting) and habits of mind (e.g. critical and analytical thinking, academic inquisitiveness) that contribute to personal success within a college environment and career. College preparation and support continue through college with targeted support and assistance from the school-based college counseling office and The SEED Foundation's College Transition and Success (CTS) Team.

The SEED Foundation, in collaboration with LA Metro and Los Angeles County, has designed a program that meets the needs of the Los Angeles community. Similar to existing SEED schools, SEED LA will include college-prep academics, social emotional skills/non-cognitive skills development, college knowledge advising/advising through career selection, wrap around services, family and community engagement, experiential learning, and connected-work based learning and presentations of learning. These programmatic themes are tenants of the proposed Signature Practices presented in LA Metro's Transportation School Final Feasibility Report. SEED LA will be the first public boarding school to focus on the future workforce needs of the global transportation infrastructure industry.





As the program ramps-up to full scale, SEED LA will also feature dual enrollment, industry courses, and industry-recognized vocational training and certifications that align with transportation infrastructure careers such as: engineering, information technology, public administration and policy, urban and regional planning, and logistics and supply chain management. To establish excellence at the outset, SEED LA will gradually phase in concepts that are new to the SEED model such as CTE, vocational training and industry-recognized certifications. A sample course description for SEED LA's CTE program is included in **Exhibit A**. To incorporate these new program elements, SEED's program design team will seek guidance from an advisory board that will include LA Metro and other local leaders in transportation infrastructure industry to create a technical education program that produces a pipeline of skilled graduates ready to embark on opportunities in the transportation infrastructure sector. SEED LA will pursue accreditation from Accrediting Commission for Schools Western Association of Schools and Colleges (ACS WASC).



# SEED LA'S EDUCATION MODEL

SEED LA's key programmatic themes incorporate SEED's core model with signature practices proposed by LA Metro's leadership:



## COLLEGE PREP ACADEMICS

Students will receive a college-preparatory education that provides them with the academic, organizational and professional life skills to enable the student to attend and succeed in college. Although not implemented in its inaugural year, SEED LA will also include dual enrollment and CTE/industry certifications once the program reaches full scale.



## SOCIAL EMOTIONAL SKILLS

Students will enhance their social and emotional skills through the student life program. The core component of the student life program is SEED's HALLS (Habits for Achieving Life-Long Success) which has three areas of focus: providing academic support, leading the development of social and non-cognitive skills and providing enrichment and community building.



## COLLEGE KNOWLEDGE & ADVISING

In addition to a rigorous instructional program, SEED LA will include a structured college counseling and success program, beginning with the student's entry to SEED, based on frequent and varied college exposure and targeted instruction on how to navigate the college completion process.



## WRAP-AROUND SERVICES

Students will receive supports that address all barriers to success in education, career, and life. SEED LA's student support services will comprise of mental health services delivered by licensed practitioners and skilled mental health professionals in addition to health/wellness and physical education.



## FAMILY AND COMMUNITY ENGAGEMENT

Students are civically engaged, active participants in the continual improvement of their surrounding community. Similar to existing SEED schools SEED LA will feature a F.A.C.E. (Family and Community Engagement) Office that will feature staff focused on family outreach, home visits and programming for families that support SEED LA's mission.



## EXPERIENTIAL LEARNING

Students learn and practice real-world skills through on-site learning laboratories outfitted with state-of-the-art STEM equipment. Students will also develop a network of career connections through internships, social enterprise and mentorships. The boarding program will include external opportunities such as lecture series, field trips to ports and professional lab tours in infrastructure and engineering. The boarding curriculum will include courses in coding, Makerspace and robotics.



## TECHNOLOGICALLY ADVANCED

Students have one-to-one computer access and understand how to use a host of computer programs. Curriculum leverages basic computer-based technology skills as well as career-aligned technology programs. On a broader systemic level, SEED commits to comprehensive technology integration and using a school-wide data management plan and system that informs staff and faculty decision making.



## PRESENTATIONS OF LEARNING

Learning does not just live within the classroom walls. Students have multiple opportunities to showcase their learning to a community and real-world audience through presentations, competitions, and exhibitions. Annual POLs will require students to present a summary of performance-based assessments in each course and to reflect on their academic and social growth that school year.



## ARTS AND HUMANITIES

SEED LA will incorporate its STEM program with an arts and humanities program through interdisciplinary assignments and projects and external experiences, including partnerships with local youth-based art initiatives at the community and university level, to appeal to the talents and interests of all students.



## DUAL ENROLLMENT & INDUSTRY CERTIFICATIONS

Students will have pathways to complete dual enrollment in college courses while in high school, with the potential of graduating with an AA degree. Although not offered in the program's inaugural year, as the program ramps-up students will have the option of attaining industry certifications to successfully transition into college and career.



## RESTORATIVE JUSTICE

School discipline focuses on repairing harm through inclusive restorative justice practices that engage all stakeholders rather than punitive measures. Practices allow students who have interacted with the juvenile justice system the opportunity to take accountability for the harm they caused, take action to repair that harm, and restore trust in the school community justice practices that engage all stakeholders rather than punitive measures. Practices allow offenders the opportunity to take accountability for the harm they caused, take action to repair that harm, and restore trust in the school community.



## Academic and Student Life Program

SEED LA's high school instructional practices will be based on the belief that all high school students are capable of responding to rigorous curriculum. SEED's experience in adjusting its college readiness curriculum to different state jurisdictions will provide guidance in guaranteeing that the curriculum at SEED LA will be in compliance with the regulations and policies of California and the A-G requirements to enter a four-year college.

SEED proposes the below listed graduation requirements for SEED LA that will include diverse electives that emphasize the program's transportation infrastructure, STEM, innovation and humanities themes and meet or exceed the California A-G requirements. A description of sample courses to be offered at SEED LA is attached as **Exhibit A**.

Subject	California A-G Requirements	SEED LA Requirements
English	4 years	4 years
Math	3 years	4 years
World History	1 year	1 year
US History	1 year	1 year
American Gov.	½ year	½ year
Economics	½ year	½ year
Science	2 years	3 years lab sciences + environmental science
World Lang.	2 years	2 + years
Phys. Ed.	2 years	2 years
Health	½ year	½ year
Arts/Music	1 year	2 years
Electives	1 year	3 years

SEED LA's Industry Linked Learning approach will build its high school academic program around the transportation infrastructure industry through the Five E's. A sample scope and sequence for SEED LA is provided in **Exhibit B**. Transportation infrastructure industry electives offered in the program will include, for example, seminars that engage students in career options in the transportation infrastructure industry focused on research, development and evaluation, as well as the social and environmental impacts of global transportation infrastructure needs.

To enhance the students' awareness of the applicability of their STEM courses to careers that they might pursue in the transportation infrastructure sector, SEED LA's teachers will be guided to incorporate making job skill connections for each course of study as aligned to California CTE and content standards. To support the continued development of its academic and student life staff, SEED LA will adopt the following systems and structures: Professional Learning Communities (PLCs), Communities of Practice (COPs), Department Chairs, and Cohort Leads. Additionally, SEED LA's instructional methods, practices, and topics will include but not limited to the following: Direct Instruction, Cooperative Learning, Inquiry-Based Learning, Project-Based Learning, Linked Learning, Expeditionary Learning, Differentiated Instruction, and Personalized Learning.

SEED LA's schedule is affected by its two programs (academic and student life) that are designed to work collaboratively to fulfill the school's innovative mission. The academic program consists of those courses and activities described above and in addition to the college-readiness activities further described below. The student life program – or boarding program – consists of academic support as well as the development of social/non-cognitive skills and life skills. Below is a typical school day schedule for how the two programs will align for SEED LA students. The sample scope and sequence of SEED LA's program provided in **Exhibit B** further illustrates the integrated approach of the academic and student life programs.







### Sample School Week Schedule for SEED LA Students

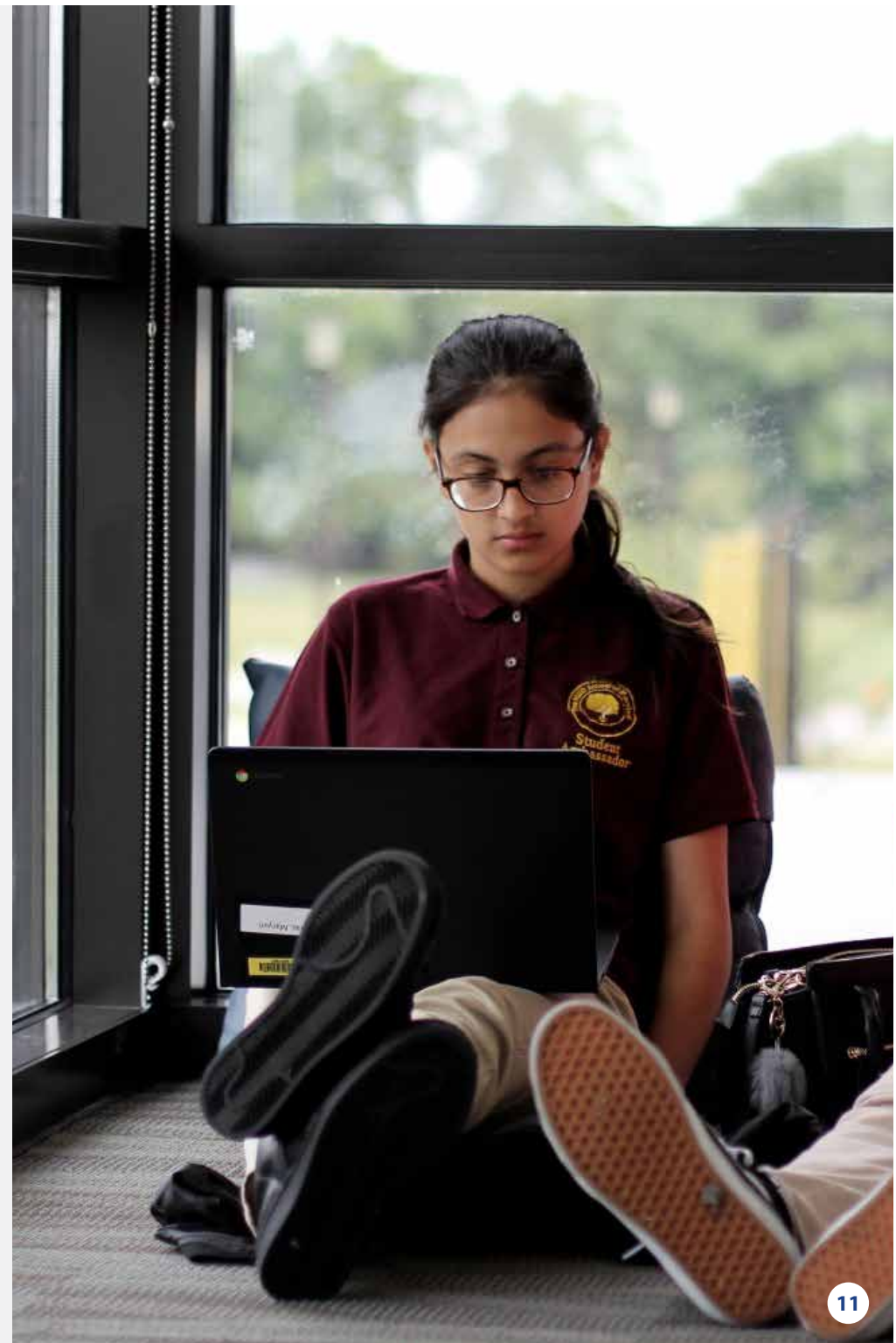
Rotating A/B Days & Blocks	Mon/Fri*	Tues/Wed/Thurs
Wake Up, Shower, Dress	6:30 – 6:45 a.m.	6:30 – 6:45 a.m.
Chores	7:05 – 7:25 a.m.	7:05 – 7:25 a.m.
Breakfast & Morning Student Life Programming	7:30-7:50 a.m.	7:30-7:50 a.m.
Students Dismissed to Classrooms	7:55 a.m.	7:55 a.m.
Block 1	8:10 – 9:40 a.m.	8:10 – 9:50 a.m.
Block 2	9:44 – 11:14 a.m.	9:44 – 11:34 a.m.
Wellness Break	11:14 – 12:29 p.m.	11:34 – 11:49 p.m.
Block 3	11:29 – 12:55 p.m.	11:49 – 1:28 p.m.
LUNCH	12:59 – 1:47 p.m.	1:32 – 2:17 p.m.
Block 4	1:51 – 3:30 p.m.	2:20 – 3:30 p.m.
Community Meeting (Mon.) Check-Out (Fri)	3:30 – 4 p.m.	
Seminar in Transportation infrastructure		3:35 – 5:00p.m.
Dorms Open/Snack	4:00 p.m.	4:00 p.m.
Activities/Athletics	4:05 – 5:45 p.m.	4:05 – 5:45 p.m.
Sparks	5:45 – 6:15 p.m.	6:15 – 6:45 p.m.
DINNER	6:15 – 6:45 p.m.	6:15 – 6:45 p.m.
Study Hall	7:00 – 9:30 p.m.	7:00 – 9:30 p.m.
Student Wellness Community & Time	9:30 – 10:00 p.m.	9:30 – 10:00 p.m.
Quiet House	10:15 – 10:45 p.m.	10:15 – 10:45 p.m.
Lights Out	10: 45 p.m.	10: 45 p.m.

\*Students check-out on Friday afternoons and check-in on Sunday evenings.

In addition to engaging in rigorous academics, SEED believes in being a contributing member of the community and that the community has essential resources to augment the educational experience of SEED youth. To that end, in addition to requiring 210 credits to graduate, SEED LA students will also be required to give 100 hours of service to their community.

The student life program works hand-in-hand with all other school departments and in partnership with students' families to support students and help them achieve academic success. An example of this includes the twice daily communication between student life and academic staff regarding SEED students. Every morning, student life staff prepare a report for the academic staff that details each student's status. This report lets teachers know if their students faced any challenges with homework, family, and/or emotional or social issues since the end of the previous school day. In the evening, teachers report to the student life staff by providing that day's lesson plans and homework assignments. Teachers also brief student life staff regarding any social or behavioral issues that might have occurred during the day, so that the student life staff can be aware and supportive of the student.

A final goal of the student life program is to provide enrichment and community building for students. Community building begins upon students' arrival at SEED. Each student lives in a "house" – a small group of typically 12-15 students supervised by a resident assistant (RA). Each house is named after a college or university and is decorated with banners, posters and inspirational items from that college or university. That RA will support each student, actively monitor their academic and social progress, and communicate weekly with parents/guardians, with formal communications scheduled for at least quarterly. As a group, houses participate in extracurricular activities, host events, and meet as a group to discuss topics from house rules to current events.





## External Opportunities

SEED LA will prepare tomorrow's leaders in the global transportation infrastructure industry through hands-on experience and courses that intersect with public transportation infrastructure. Through the Five E's: Exposure, Engagement, Exploration, Experience and Employment, SEED LA students will gain a deep understanding of and access to the transportation infrastructure industry.

These key design principles will embed exposure to the transportation infrastructure industry into the program's core curriculum, project-based learning opportunities, electives and external opportunities. For example, a science lab course may include lesson plans on the use of alternative power, energy and fuel in transit; a physics course may introduce students to the aviation industry by learning the basic parts and functions of planes and allowing students to test model airplanes; or a U.S. History course might discuss the creation of the federal Department of Transportation and their role in public policy. External opportunities in the transportation infrastructure industry will be a fundamental part of the SEED LA experience and will be modeled after clinical rotations in the medical field and LA Metro's and other transportation infrastructure organizations' success with their existing internship programs.

While the academic development of each student is of primary importance, SEED recognizes that the authentic experience of extracurricular activities is an important way to demonstrate or expand academic knowledge, explore and find individual passions and gain new experiences to thrive in a career. Through its external opportunities program, SEED LA will offer exposure to field trips and other activities such as lectures and regional college tours that directly relate to the school's academic disciplines. SEED LA's external opportunities program will be designed to help students ignite their interests in the global transportation infrastructure industry and build professional relationships to support their growth. External opportunities could include, for example, field trips to LA Metro and private industry partners to learn about the impact of technology including autonomous vehicles on transportation infrastructure or meetings with corporate leadership to gain a deeper understanding of logistics management solutions and transportation logistics.

External opportunities may also include day trips and tours of the Port of Los Angeles and Los Angeles International Airport. In partnership with existing SEED campuses on the East Coast, SEED LA students will travel to major transportation infrastructure systems in Baltimore, Miami, and Washington D.C. To maximize SEED LA's location and resources, the campus will host summer institutes for SEED students across the nation to further broaden the network of potential youth exposed to the transportation infrastructure industry and unique opportunities within Los Angeles County.

Additionally, in conjunction with existing SEED schools, SEED LA will include international opportunities that help young people see themselves as global citizens with voice, purpose and access in their community and communities abroad. To offer opportunities for international study during the spring and summer breaks, SEED LA will partner with other international study abroad programs that sponsor programs that align with the scope of SEED LA's international transportation infrastructure curriculum. SEED LA seminars on international transportation infrastructure problem solving could include curriculum focused on urban design in cycling communities in Europe, electronic mobility and air quality in Asia, and innovative solutions for water transportation infrastructure in Africa. Each travel experience will require students to explore research and/or intern with a transportation infrastructure system or industry and reflect on the experience in their annual Presentation of Learning. A sample presentation of learning is provided as **Exhibit C**. Students who are not able to study abroad will have access to national and local opportunities. All students will have access to summer experiences with LA Metro and other local/national public and private transportation infrastructure organizations.





### College and Career Readiness

Studies show that college degree attainment continues to be a challenge for low-income, first-generation (LIFG) students. The achievement gaps that exist between subgroups in the elementary and secondary school years are persisting throughout the college years. Because LIFG students are disproportionately from ethnic and racial minority backgrounds, even fewer African-American and Latino LIFG students are graduating from college compared to students from more affluent socioeconomic backgrounds. SEED LA proactively addresses this challenge with its college-counseling programs.

For students who do not immediately enroll in college, SEED LA will prepare students for post-graduate opportunities in transportation infrastructure industry by helping students leverage mentorship relationships established with professionals in the industry during their high school years through existing internship programs such as LA Metro's Transportation Careers Academy Program (TCAP) and enrolling in employment programs such as WIN-LA.

SEED LA will include campus-based college-knowledge advising, preparation and support that will continue through college with targeted assistance from The SEED Foundation's College Transition & Success Team (CTS). SEED's CTS program helps students and families prepare for college, influence their college selection process and teaches them to navigate and overcome obstacles to college graduation through individualized support. SEED's CTS team only endorses colleges with a track record of success for underrepresented students with strong performance in high college graduation rates, affordable financial aid packages, and high-quality campus-based support systems. Sixty-four percent of SEED graduates who start at a SEED-endorsed colleges graduate. That's more than double the rate for students who start at non-SEED endorsed colleges.

SEED LA's college success program will focus on expected outcomes based on five key indicators of college readiness and success:

- **College Knowledge**
- **College Counseling**
- **College Financing**
- **Academic Rigor & Curriculum**
- **Social & Non-Cognitive Skills**

Each expected outcome will be implemented by a specific strategy each grade year. A detailed description of each expected outcome is attached as **Exhibit D**.



# EXHIBIT A

## Sample Course Descriptions

**ELA (English Language Arts) I** (Meets “B” Requirements for CA A-G)– Freshman English is a comprehensive English course of literature, composition, and language, including listening and speaking. The study of literature includes reading and comprehending a wide variety of literary forms including short stories, non-fiction, poetry, drama, novels, and spoken and visual texts. The course offers supportive reading strategies for a variety of purposes. This course also focuses on the writing process through response to literature, creative writing, and connections to real-life situations and problem solving. The study of language targets usage, mechanics, and strategies for vocabulary development integrated into literature and composition components. In addition, the course will teach grammatical concepts and applications. Students will review punctuation, capitalization, spelling, and usage as well as work on logical thinking and various modes of composition, including the research paper. Listening and speaking skills are also developed throughout the course.

**Computer Program I** (Meets “G” Requirements for CA A-G)– This course is an introduction to web page design and development through a series of online tutorials. These will include introductory courses in HTML, XHTML, JavaScript, CSS, and Critical Website Evaluation Criteria as well as an overview of currently accepted Web Standards as outlined by the World Wide Web Consortium. Students will build a variety of personal websites demonstrating the skill acquired from these tutorials. Students will be expected to complete a final Web project, incorporating and demonstrating the skills acquired through these tutorials.

**Geometry** (Meets “C” Requirements for CA A-G)- Geometry is a study of measurements, properties and relationships of points, lines and angles, or more specifically, a study of the measurements and relationships of triangles, quadrilaterals, circles and the nature of deductive and inductive proofs. This proof-based logic course concentrates on the study of Euclidean geometry while incorporating sophisticated algebraic techniques. Geometric concepts include congruent triangles, parallel lines, quadrilaterals, circles, similar figures, the Pythagorean theorem, perimeter, area, volume, regular polygons, and right-triangle trigonometry. Algebraic methods include solving quadratic equations, solving systems of equations, and simplifying radicals as they relate to geometry problems. Students use theorems and definitions to write proofs and solve practical application problems. The underlying theme of the course is the solution of problems by creating logical, well-supported explanations. Computer and/or other hands-on laboratory activities may be used to explore and discover geometric concepts.

**Physics** (Meets “D” Requirements for CA A-G) –  
*(Prerequisite: Completion of Advanced Biology with a grade of C or better or completion of Biology with a grade of C or better. Completion of or concurrent enrollment in Algebra II or science department.)*

This is a physical science course for the college-bound student. Physics is about what happens in the world around you. It is about the colors in the rainbow and the sparkle and hardness of a diamond. Students can join the adventure as they begin to understand the world around them. This course also provides an introduction to major topics in physics. The first semester is devoted to the study of mechanics: motion,

forces, and energy. Projects may include introducing students to different modes of transport by learning basic parts and functions of planes, trains and buses, and allowing students to build and test fabricated models. The second semester is devoted to the study of electricity, sound, and light. The course covers many of the same topics as Advanced Placement Physics, but with less emphasis on mathematical-problem solving and more on real-world application of physical principles. This course is for students who possess an interest in physics, basic algebra skills and a willingness to think abstractly.

**History of Race & Equity in Los Angeles** (Meets “G” Requirements for CA A-G) - In this course students will take an intersectional approach to the study of the History of Race and Equity in Los Angeles by analyzing how race and equity have shaped personal identity, understandings of collective belonging, social difference, structures of power and inequality, belief systems, and political and social action. Students will explore how race and equity have intersected with sometimes constituting, sometimes supporting and sometimes undermining other categories of identity and social organization including class, religion, and nation.

**Seminar in Transportation Infrastructure** (1 year) (Meets “G” Requirements for CA A-G and aligned to CTE Model Curriculum Standards) \* - Seminar in Transportation is a year-long multi-disciplinary and open approach to a wide range of topics related to the transportation infrastructure industry. Seminars I, II and III are completed during grades 9, 10 and 11, respectively. Below is a sample of course descriptions offered during Seminar I. In Seminar I, students work individually and in groups to complete a series of courses and rail-centered projects.

**(1) Introduction to Rail Transportation Infrastructure:** Introduction to topics related to the rail transportation industry provides an overview of passenger and freight railroads in the past and today. Students gain an understanding of system components (e.g., such as railroad track, rolling stock, and signal communications) organizations, careers and safety and technology and sustainability. The course introduces students to new technology, research and development in the rail industry. Students are provided with the opportunity to research and present in a topic of their choice based upon what they have learned.

**(2) Railroad Engineering:** This course provides an exploration of public transit that includes: history, government policy, market behavior, sustainability, funding and financing, user characteristics, transit modes and technology, level of service, planning, operations, facilities design, construction, marketing, and future trends. The course emphasizes the function of public transit and the role of government units and how transit contributes to a sustainable future. Students study and apply the capabilities of transit mode alternatives and learn how to design a transit system and lay out transit routes. Students also learn and apply their skills in the relationship between the land use, urban planning, and public transit. Students maintain a working portfolio of public transit current events that link between topics studies and actual policies and practices.

# EXHIBIT A

## Sample Course Descriptions

**(3) Transportation Infrastructure Design:** This course is an introduction to the planning design and construction process for highways, intersections, and railroads; operations, capacity, safety and geometric design features of rail systems; horizontal and vertical alignment and cross sections; design criteria, standards, environmental aspects, cost and construction considerations. Students work in groups to prepare contract plans.

**(4) Logistics and Transportation Infrastructure Management:** This course focuses on transportation and distribution services that support demand fulfillment from the receipt of customer orders to order fulfillment. Topics include customer service, order completion, inventory, transportation costs and modes, facility design and operation, carrier selection, and negotiation. \*Pending approval by and guidance of LA County Office of Education – Career Technical Education (LACOE-CTE).

**Core Internship** (*Meets “G” Requirements for CA A-G and aligned to CTE Model Curriculum Standards*) – Internship is a work-based learning course of study that offers internships and employment combined with instruction in critical workplace skills. After the junior year, students performing well enough to be on track for graduation are placed in internship positions. Students apply for these positions as they would in the open market; i.e., they prepare resumes, complete job applications, and have interviews. Companies make the hiring decisions. Students will have the chance to work closely with LA Metro during internship, while gaining valuable experience. There will be opportunities to work on policy research, office administration, attend policy and transportation related hearings and events, and work hands-on within various on-site transportation departments. Students will develop a strong passion for transportation issues and policy; excellent writing, editing, and analytical skills; and the capability of handling multiple tasks successfully in a professional environment.

**25+ Hours of Community Service** (*Does not Meet A-G Requirements; aligned to CTE Model Curriculum Standards*) - Community Service is a three-way relationship between the student, the school and the LA Metro transportation system. It is a Career Technical Education (CTE) course that offers an opportunity to combine classroom learning with on-the-job experience; the purpose of which is to help the student choose a career or find the “right” vocation and to achieve success based on the choice. It also provides opportunities for the student who may already be employed or who is seeking higher education or employment in a particular field of study regarding transportation. The student learns to establish short and long-range career objectives and to recognize his/her progress through establishing measurable learning objectives. School personnel and LA Metro leadership provide supervision, evaluation and suggestions for success.



# EXHIBIT B

## SEED LA - Sample Scope and Sequence

	9TH GRADE	10TH GRADE	11TH GRADE	12TH GRADE
<b>LINKED LEARNING APPROACH</b>	<b>EXPOSURE:</b>  Grounded in the Seminar in Transportation I course, students will be introduced to and exposed to college and career opportunities in the transportation infrastructure industry.	<b>EXPLORATION:</b>  Grounded in the Seminar in Transportation II course, students will explore college and career options in the transportation infrastructure industry focused on research, development and evaluation.	<b>ENGAGEMENT:</b>  Grounded in the Seminar in Transportation III course, students will engage in college and transportation infrastructure career pathways and the social and environmental impacts of global transportation infrastructure needs.	<b>EXPERIENCE:*</b>  Core Internship I is a yearlong-partnership with Metro designed after LA Metro's Transportation Career Academy Program (TCAP).  Key elements and methods of Core Internship I include: career and workforce readiness and linked learning grounded in the final spring break international experience and Senior Presentation of Learning.
	Key elements and methods of Seminar in Transportation Infrastructure I include: external presentations, workshops, and project-based learning focused on critical thinking and problem-solving.	Key elements and methods of Seminar in Transportation Infrastructure II include: practice based-inquiry, action research, case studies and experiential learning focused on research, development, and evaluation of transportation designs.	Key elements and methods of Seminar in Transportation Infrastructure III include: critical thinking, creativity, communication skills, and work-based learning focused on social and environmental services, protection, and innovation.	
<b>Academic Program</b>				
<b>English</b>	ELA I	ELA II	ELA III AP Language	ELA IV AP Literature
<b>Math</b>	Algebra I	Geometry	Algebra II Pre Cal	Probability & Stats Calculus AP Calculus
<b>World History</b>		World History		
<b>US History</b>	US  American			
<b>Additional History/ Social Studies</b>				History of Race and Equity in Los Angeles*
<b>American Government</b>			Government AP Government	
<b>Economics</b>			Economics AP Economics	
<b>Science</b>	Physical Science	Biology AP Biology	Chemistry AP Chemistry	Physics AP Physics 1
<b>World Languages</b>	Spanish I	Spanish II	Spanish III	AP Spanish Language & Culture
<b>Phys. Ed.</b>	PE	Bicycling		
<b>Health</b>			Health	
<b>Arts</b>	Graphic Arts			
<b>Music</b>		Digital Music		
<b>Electives</b>	Seminar in Transportation Infrastructure I	Seminar in Transportation Infrastructure II	Seminar in Transportation Infrastructure III	Core Internship I

	9TH GRADE	10TH GRADE	11TH GRADE	12TH GRADE
<b>CTE</b>		CTE:  Transportation Infrastructure  Global Trade & Logistics  Project Management & Business	CTE	CTE
<b>Technology</b>	Computer Applications I & II	Computer Applications III & IV	Computer Programming I & II	Computer Programming III & IV AP Computer Science A
<b>Additional Requirements</b>	25+ hours of Community Service	25+ hours of Community Service	25+ hours of Community Service	25+ hours of Community Service
<b>Student Life Program</b>				
<b>Social Emotional Skills &amp; Development</b>	School-wide Model of Care Implementation  Character Development in Student Life	School-wide Model of Care Implementation  Character Development in Student Life	School-wide Model of Care Implementation  Character Development in Student Life	School-wide Model of Care Implementation  Character Development in Student Life
<b>Presentation of Learning Theme:</b>	Self-Development  Community  Transportation Infrastructure	Self-Development  Community  Transportation Infrastructure	Community  College Knowledge  Transportation Infrastructure	Leadership  Community  College Applications Sense of Place
<b>Student Support Services &amp; Wellness</b>	Physical Wellness	Emotional Wellness	Mental Wellness	Occupational Wellness
<b>Sparks and Internship Opportunities:</b>	Coding Makerspace Robotics  Intramural Sports Nutrition & Cooking Yearbook	Building Positive Relationships Identifying and Managing Stress Effectively  Student Ambassadors	ACT & SAT Test Prep  Preparation for Metro T-CAP: Metro Transportation Career Academy Program  Mindfulness Yoga Peer Support Groups  Student Government	Yearlong Metro T-CAP: Metro Transportation Career Academy Program  Senior Activities
<b>External Opportunities:</b>	9th grade Local College Tour Corporate HQ Tour Lecture Series Mobility Ports	10th grade Regional College Tour Urban Planning Architecture Public Admin & Policy	11th National College Tour Professional Lab Tour Infrastructure Engineering IT	Logistics Supply Chain Management
<b>International Transportation Infrastructure Problem Solving Experiences &amp; Opportunities</b>	Americas: Public Transportation's Impact on Rural, Small Towns, & Cities	Europe: Urban Design in Cycling Communities	Asia: Electronic mobility & air quality	Africa: Innovative Solutions for Water Transportation Infrastructure
<b>Mentorship</b>	Partnered with Metro and LA Industry			

\*The Scope and Sequence incorporates the 5E's of SEED LA's Educational Philosophy. Not pictured is the fifth E: post-graduation employment in the global transportation infrastructure industry.

# EXHIBIT C

## Presentations of Learning High School Checklist

### 12<sup>th</sup> grade: Leadership, Community, College Applications, & Sense of Place

- Executive summary & Guiding Questions
- Activities Resume
- FOUR Academic assignments (PBA's, Essays, Exams)
- 1 Math
- 1 Science
- 1 Los Angeles County History 1 Government
- 1 English
- 1 Elective
  - One paragraph reflection on all academic assignments (4 total)
  - 2 HALLS Lessons (you must present on one)
  - Application of Seminar in Transportation Infrastructure course
  - Reflection of International Learning Experience
  - Documentation of service hours
  - Two (2) detailed and thoughtful service learning activity reflections
  - Documentation of behavioral infractions (if there are any)
    - Explanation of infractions (discuss impact)
  - College Process materials
- 2 completed college applications
- 1 college acceptance letters
- 2 college essays 2 letters of recommendation
- SAT/ACT scores
- SEED transcript
  - Internship or Independent Study reflection (details TBA)
  - One (1) reflection on extracurricular activities participated in during the year
  - One (1) core value mastery reflection & supporting documentation
    - Why you chose one core value, whether or not you mastered this goal, challenges experienced and how you have benefited from mastery of your respective core value
  - Academic excellence & character awards (including scholarships)
  - Power Point presentation
- Introduction slide
- Excellence slide(s) Effort slide(s)
- Exposure slide(s) Core Value slide(s)
- Conclusion slide

# EXHIBIT D

## Expected outcomes for college readiness & success

	Grades 9 & 10	Grade 11	Grade 12
SUCCESS INDICATORS			
<b>College Knowledge</b>	Students will understand how a variety of college experiences resonate with their personal interests and preferences and will begin to take a more self-directed approach to researching and visiting colleges.	Students will work individually with a college counselor to edit and refine their college list. Based on years of experience with LIFG students, SEED's college counselors will only endorse colleges/ universities based on right fit.	Students will undertake intensive individualized work with the college counselor and designated CTS staff to finalize their college list.
<b>College Counseling</b>	Students will recognize the short and long term benefits of strong performance in terms of enhanced college options.	Students will undertake an intensive application preparation program including test prep and drafting all pieces of the completed application.	Students and their counselor will develop application strategies, correspond with admissions offices and finalize matriculation decision. Seniors will work with CTS counselors to lay the groundwork for a smooth transition to college.
<b>College Financing</b>	Students and their families will receive accurate information about college costs and will seek out opportunities to practice the aid application process.	Students and their families will attend a series of college financing sessions.	Seniors will apply for scholarships and financial aid and will maximize assistance from college counseling and CTS staff.

	Grades 9 & 10	Grade 11	Grade 12
SUCCESS INDICATORS			
<b>Academic Rigor &amp; Curriculum</b>	Students will be asked to make explicit connections between their academic efforts, personal academic interests and long-term academic aspirations (e.g. majoring in engineering).	Students will gain exposure to college level academic material while continuing to make connections between their academic performance, interests and college aspirations.	Students will undertake their most rigorous course of academic study while completing at least one college level course.
<b>Social &amp; Non-Cognitive Skills</b>	Students will understand the long-term value associated with social and non-cognitive skills, including their relevance for their own personal college goal.	Students will understand how developing social and non-cognitive skills (e.g. tenacity) will enhance their ability to make the most of their future college experiences.	Students will be expected to take on both formal and informal leadership roles.

**“By helping all of us participate equally in society through safe, affordable travel, transportation can be an engine of mobility - a key component of opportunity in America.”**

**- Opportunity Agenda  
(Transportation Equity Caucus)**



## Transportation Infrastructure School FAQ's

(as of October 10, 2018)

### Purpose of the School

#### **1. What is the SEED School of LA County (SEED LA)?**

A college prep public boarding school for career readiness in transportation infrastructure, STEM, and the humanities.

#### **2. What population will SEED LA serve?**

SEED LA will serve 400 students in grades 9-12 and is open to all students, but will target students who have faced tremendous adversity. The final enrollment criteria and preferences will be decided with the Los Angeles County Office of Education (LACOE) and Los Angeles County partners, but we anticipate that students eligible to attend SEED LA will meet eligibility criteria such as:

- live within the County of Los Angeles
- family income below 200% of the federal poverty guidelines
- family experience with housing instability
- qualify for Title IV-B dollars
- history of contact with the child welfare and/or juvenile justice systems through the Los Angeles County Department of Children and Family Services or Probation Department

NOTE: In Los Angeles County, 28,000 youth are in the foster care system, 10,000 youth are currently on probation or incarcerated, and 77,146 students are experiencing homelessness.

#### **3. How has Metro influenced the SEED LA curriculum?**

SEED has agreed to the following Educational Philosophy: Industry-Aligned College Prep and Career Education through the Five E's:

- Exposure (9<sup>th</sup> Grade):
  - Students will be introduced to and exposed to college & career opportunities in the transportation infrastructure industry
- Exploration (10<sup>th</sup> Grade):
  - Students will explore college & career options in the transportation infrastructure industry focused on research, development, & evaluation
- Engagement (11<sup>th</sup> Grade):
  - Students will engage in college & transportation infrastructure career pathways & the social & environmental impacts of global transportation infrastructure needs
- Experience (12<sup>th</sup> Grade):
  - Students will experience careers in the transportation infrastructure industry through internship programs, including Metro's Transportation

Careers Academy Program for 12<sup>th</sup> graders & the Metro Internship Program for college & graduate students

- Employment (Graduation & beyond):
  - Leveraging their experience in transportation infrastructure internship programs, SEED LA graduates will be prepared for careers in the global transportation infrastructure industry.

**4. A boarding school model is expensive. State foster care grant dollars are moving away from a group (boarding) home model. Isn't there a less costly way of investing in education without a boarding school?**

For high-performing students with stable home and community environments, a traditional school may be all they need to reach their full potential. But for many students who face challenges in the classroom, their community or at home, a more comprehensive 24-hour support model is needed. For thousands of children, a boarding school program is exactly what they need to succeed.

This is similar to the “pay for success” or preventative model that has been championed by the County Board of Supervisors, where they pay for preventative services knowing that if these youth don't change life course, they will cost the County more in the long-term.

The SEED Foundation has made the public boarding school work in three locations: DC, Baltimore, and Miami.

Structure of the SEED School

**5. Is the SEED School going to be a Charter School?**

Yes, the SEED School is a public charter boarding school. Specifically, it will be a countywide charter school through the LACOE which will allow us to draw from students across the entire county versus being limited to one school district. LACOE is the nation's largest regional education agency and directly serves the at-risk populations that the school plans to enroll.

**6. What is SEED's track record on graduation rates?**

*Of note: more than 80% of SEED students are low-income, first generation, college-bound students yet they beat the odds with SEED. 90% of SEED 9<sup>th</sup> graders graduate from high school compared to 45% of foster youth in California graduating from high school. 92% of SEED graduates enroll in college and they graduate at three and a half times the rate of low income, first generation college students nationally.*

**7. Are SEED employees subject to collective bargaining?**

Currently, there are no unions at SEED schools but SEED does not prohibit collective bargaining. SEED is amenable to agreements with local school districts and attempts to have a positive working relationship with such stakeholders.

## Funding Philosophy

### **8. Metro already approved \$1 million in pre-development costs. What is it for?**

The predevelopment budget for the SEED School is \$3.6 million, to be funded (\$1 million from Metro, \$1 million from LA County, and \$1.6 million from SEED). The Metro contribution will go towards the architectural and engineering work to design the project, environmental assessments, and administration (including support of the development of the charter) during the predevelopment phase of the project. (see Attached for more info). The fund source for the pre-development costs is Prop A, Prop C, and TDA.

### **9. How is the construction of the school being funded?**

The constructions costs are envisioned to be financed with tax credits, and a portion of the operating subsidy (they are estimating that \$2.25M of the \$10M total operating subsidy required) would be used to pay the debt service. This is very affordable financing.

### **10. How much is the longer term operating subsidy commitment? How does Metro plan to fund it?**

The operating subsidy commitment from Metro is anticipated to grow from \$3.5 million the first year, when there are approximately 100 students enrolled, and grow incrementally each year until the school is fully enrolled with 400 students in year 4 of operation. At that point, \$5 million will be required for year for the subsequent 11 years for a total subsidy of \$70 million - \$75 million.

A capital stack or tiered approach is the Metro plan. The first tier is to receive external workforce development grants – state and federal; followed by the second tier -- philanthropy; followed by the third tier - Metro funds for workforce development, if needed.



## LA Metro E3 Initiative External Stakeholders

Organization	Department
<b>K-12:</b>	
Los Angeles County Office of Education	Division of Student Programs Career Technical Education Division of Accountability, Support and Monitoring
Los Angeles Unified School District	Linked Learning Career Technical Education Department
Da Vinci Institute	Da Vinci Extension
<b>College:</b>	
Cerritos College	Clean Energy and Transportation Initiative
Long Beach City College	Global Logistics for Los Angeles Global Logistics for Orange County School of Career Technical Education
Los Angeles Trade Tech College	Pathway Innovation & Institutional Effectiveness Advanced Transportation and Manufacturing Pathway Navigator Transportation Workforce Institute
California State University Los Angeles	Department of Management
Southwest College	Career Technical Education Workforce Development
Rio Hondo	Career & Technical Education Program Alternative Fuels Program
East LA College	Technology & Logistics Program
Mission College	Executive Management
California State University Dominguez Hills	Mervyn M. Dymally African American Political & Economic Institute
<b>Agency Partners and Wraparound Support Partners:</b>	
Department of Children and Family Services	Education Section
Pro-GTL (Global Trade & Logistics) Regional Consortia	Career Technical Education Workforce Development
Southern CA Regional Transportation Training Consortium	Management Team
International Trade Education Programs	
Workforce Development, Aging and Community Services	Business Services and Strategic Partnerships
Los Angeles County Probation Department	Education Services
Opportunity Youth Collaborative	
Children's Law Center of California	Development & Communications
Drew Child Development Corporation	Executive Management
<b>Workforce Experts</b>	
LA Area Chamber of Commerce	Center for Global Trade & Foreign Investment Transportation Council
LA Area Chamber of Commerce, UNITE-LA and the LA COMPACT	Education and Workforce Development
New America	Center on Education and Skills
<b>Transportation Agency Partners</b>	
Los Angeles World Airports	Human Relations Community Relations
Port of Long Beach	Community Relations





**Metro**

## LA Metro E3 Initiative External Stakeholders

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Burlington Northern Santa Fe Railway Company	Government Affairs
Union Pacific Railroad	Public Policy & Community Affairs
<b>Elected Representatives</b>	
Los Angeles County Board of Supervisors District 2	
City of Los Angeles District 8	
Los Angeles County Board of Supervisors District 3	
City of Los Angeles, Mayor's Office	
<b>Board Staffers</b>	
Councilmember Harris-Dawson's Office	
Los Angeles County Public Works	Government Relations Group
Los Angeles City Councilmember District 2	
City of Los Angeles, Mayor's Office	
Los Angeles County Board of Supervisors District 3	
City of Inglewood, Mayor's Office	
Los Angeles County Registrar-Recorder / County Clerk	
City of Long Beach, Mayor's Office	
Los Angeles County Board of Supervisors District 2	
<b>Transportation School Partners</b>	
ExED	
SEED Foundation	