

We're fostering collaboration with local communities.

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



Metro

SPRING 2021

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

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We've created a plan for partnerships.

Introduction

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

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

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

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

Background

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

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

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

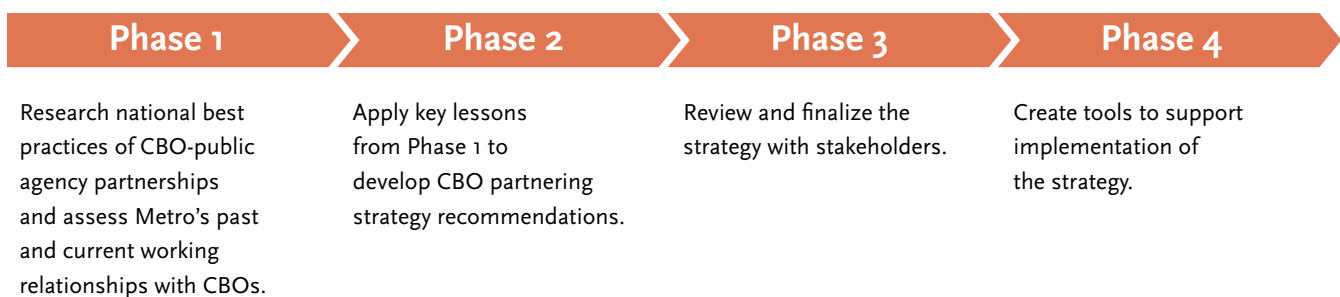
Historically, Metro departments approached CBO partnering in different ways, creating inconsistencies and in some cases inequities in CBOs' access to information and contracting opportunities. Metro's disparate approaches to CBO partnership creates confusion and can be taxing for CBOs to navigate, especially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

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

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

Project Phases

The CBO Partnering Strategy was developed in four phases:



Best Practices Research

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

Key Findings of Best Practices Research

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

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

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

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

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

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

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

There are many ways we partner.

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

Disseminate Information

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

Advise and Consult

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

Promote Agency Services

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

Community Engagement

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

Use of Transit Stations

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

Arts and Culture

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

Economic Development

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

Provide Educational Services

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

Workforce Development

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

Coordinate Referrals to Supportive Services

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

Best practices make for better partners.

Essential Elements

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

Mission Alignment

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

Clear Expectations and Accountability

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

Opportunities to Build Capacity

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

Address Cultural Barriers

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

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

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

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

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

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

Levels of Effort

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

Best Practices Summary

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

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

We have seven strategies for success.

Recommendations

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

1. Internal Metro Systems Changes

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

2. Build CBO Capacity to Navigate and Partner with Metro

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

These recommendations are:



Establish a Central Point of Contact



Develop and Maintain CBO Data



Establish Compensation Criteria



Create a Resource Library



Craft a Partnership Charter



Train Our Collaborators



Provide Guidance for Growth



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

Overview

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

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

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

Key responsibilities of the lead include:

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

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

Intended Outcomes

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

Implementation – How to Pilot

STEP 1

Assign interim CBO Partnering Strategy Lead.

STEP 2

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

STEP 3

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

STEP 4

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

Appendices: Tools Related to This Recommendation

APPENDIX B

Sample job description and responsibilities of the lead.

APPENDIX C

Description of Internal Implementation Committee.



Recommendation 2: Develop and Maintain CBO Partner Database/Portal

Overview

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

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

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

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

Intended Outcomes

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

Implementation

STEP 1

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

STEP 2

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

STEP 3

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

STEP 4

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

STEP 5

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

STEP 6

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

Appendices: Tools Related to This Recommendation

APPENDIX D

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



Recommendation 3: Use an Assessment Checklist to Determine Compensation

Overview

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

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

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

The assessment should be considered when:

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

How to determine when to compensate CBOs

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

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

Intended Outcomes

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

Implementation – How to Pilot

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

STEP 1

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

STEP 2

Support and monitor implementation in the department that was trained.

STEP 3

Evaluate implementation of the pilot.

STEP 4

Adjust criteria accordingly.

STEP 5

Formally Launch criteria agency-wide.

Compensation Threshold Assessment Tool Checklist

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



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

Overview

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

1. Sample Letter of Agreement

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

2. Check Request Protocol

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

3. Internal Resources

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

Intended Outcomes

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

Implementation – How to Pilot

STEP 1

Develop internal resource library and work samples.

STEP 2

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

STEP 4

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

STEP 5

Formally launch internal library and train staff.

Appendices: Tools Related to This Recommendation

APPENDIX E

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



Recommendation 5: Use a Standard CBO Partner Chartering Process

Overview

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

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

The chartering process establishes the following:

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

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

Shared values.

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

How to work through challenges.

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

Working agreements.

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

Mutually effective communication channels.

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

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

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

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

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

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

Intended Outcomes

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

Implementation – How to Pilot

STEP 1

Identify a Metro project team to pilot the chartering process.

STEP 2

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

STEP 3

Implement and evaluate effectiveness.

Appendices: Tools Related to This Recommendation

APPENDIX F

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



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

Overview

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

Training topics will include:

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

Intended Outcomes

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

Implementation – How to Pilot

STEP 1

Develop internal staff trainings.

STEP 2

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

STEP 3

Pilot and improve trainings.

STEP 4

Digitize trainings to scale training access and participation.



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

Overview

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

Training topics will include:

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

Recommendation 7 continued

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

Promote Consultant Benches

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

Foster Collaboration

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

Secure and Manage Contracts

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

Develop Strategic Partnerships

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

Apply Best Practices

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

Intended Outcomes

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

Implementation – How to Pilot

STEP 1

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

STEP 2

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

STEP 3

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

Appendices: Tools Related to This Recommendation

APPENDIX G

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

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We have a clear path forward.

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

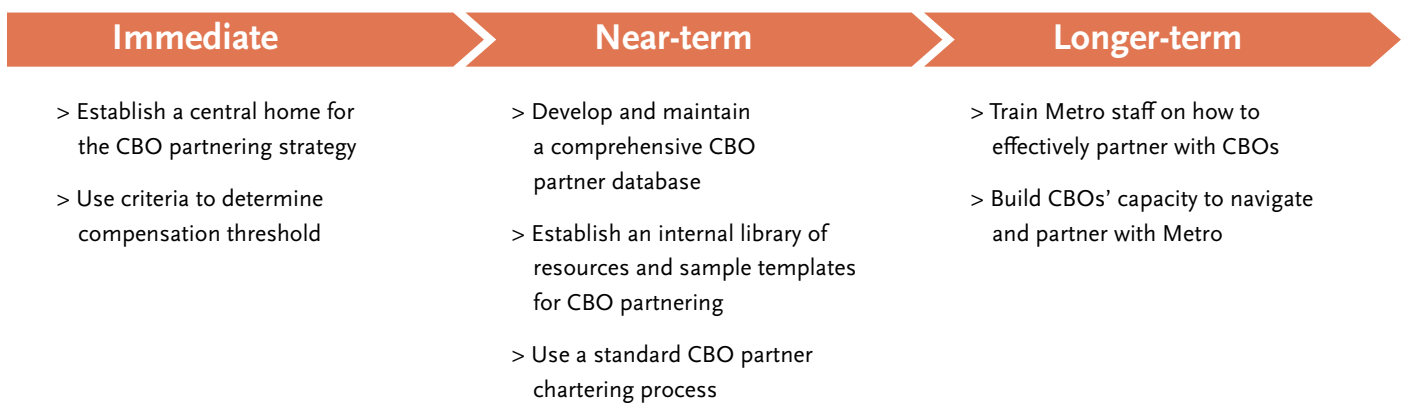
Selecting Measures of Success

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

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

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

Proposed Sequence for Implementation



Conclusion

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

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

Appendices

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

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

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

Appendix B: Job Description

Lead for CBO Partnering Strategy

Job Summary

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

Duties and Responsibilities

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

Essential Knowledge and Abilities

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

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

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

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

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

Minimum Qualifications

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

Education

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

Experience

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

Certifications/Licenses/Special Requirements

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

Appendix C: Committee Description

Internal Implementation Committee for CBO Partnering Strategy

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

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

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

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

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

Time Commitment

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

Internal Implementation Committee members will have:

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

Governance

The committee will advise. No decision-making power.

Appendix D: Overview of CBO Partner Database Fields

Data to Include in the CBO Partner Database

DATA FIELDS

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

Organization Name

Subregional Focus

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

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

Services

NAICS Codes – provide up to three (3)

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

Cause Areas

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

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

Type of Organization

Legal Structure

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

Annual Budget

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

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

Appendix D continued

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

> Y/N

> If Yes, then how:

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

Metro project you have worked on: _____

Website URL: _____

Contact Information

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

> First Name

> Last Name

> Title

> Email

> Phone

Mailing Address

> Mailing Street

> Mailing City

> Mailing State

> Mailing Zip code

NAICS Code Supplemental Support Guide

All NAICS Codes can be found at naics.com/search

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

Appendix E: Library of Internal Resources

Request for Proposals (RFPs) Sample CBO Partnering Language

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

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

Draft language about how Metro values and encourages CBO participation:

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

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

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

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

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

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

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

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

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

Appendix F: Project Charter Process Worksheet

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

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

Who are we?

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

What do we value?

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

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

Example of values to be updated by the project team.

Community Integrity

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

Environmental Sustainability

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

Safety

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

Transparency and Trust

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

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

Accountability

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

What are our working agreements?

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

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

Project Chartering – Facilitator’s Guide

Desired Outcomes of Session

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

Duration

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

Agenda

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

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

Appendix G: Conflicts of Interest

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

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

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

Organizational Conflicts of Interest

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

A. Influenced Specifications or Statement of Work:

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

B. Opportunity to Create Contracting Opportunities:

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


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

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


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


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



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