

Metro Career Pathways (MCP)

June 2017

Purpose and Need – Transportation Infrastructure Workforce Challenges

- No industry touches more lives than transportation
- The urgent need to build new and rebuild the existing infrastructure in this country begs the question: “How do we prepare the next generation for a career pathway into transportation infrastructure?”

Purpose and Need – Transportation Infrastructure Workforce Challenges

- 39% of the Metro workforce will be fully eligible for retirement over the next three years
- 69% of Metro employees are over the age of 40
- Measure M is estimated to generate an additional 778,000 jobs
- The same challenges cited above exist around the country

Purpose and Need – Transportation Infrastructure Workforce Challenges (cont.)

- MCP is not simply a new workforce model, rather it is a paradigm shift in how Metro and the industry prepares the next generation (youth) for work and lifelong learning. (Already partnering with County's Community Colleges)
- The Goal is to reorient existing education and target individuals in need of education and training, workforce services and create a structure that focuses on transportation infrastructure and Metro's workforce needs.

Purpose and Need – Transportation Infrastructure Workforce Challenges

Top 10 “Hard to Fill” Positions

Bus Mechanic

Rail Car Mechanic

Rail Signal Maintainer/Inspector

Track Maintainer

Traction Power Maintainer/Inspector

Engineer, Software/Systems

Engineer, Construction

Safety Inspectors

Electronic Communications Technician

Facility Systems Technician

Metro Agency-Wide Demographics – Employee Generation

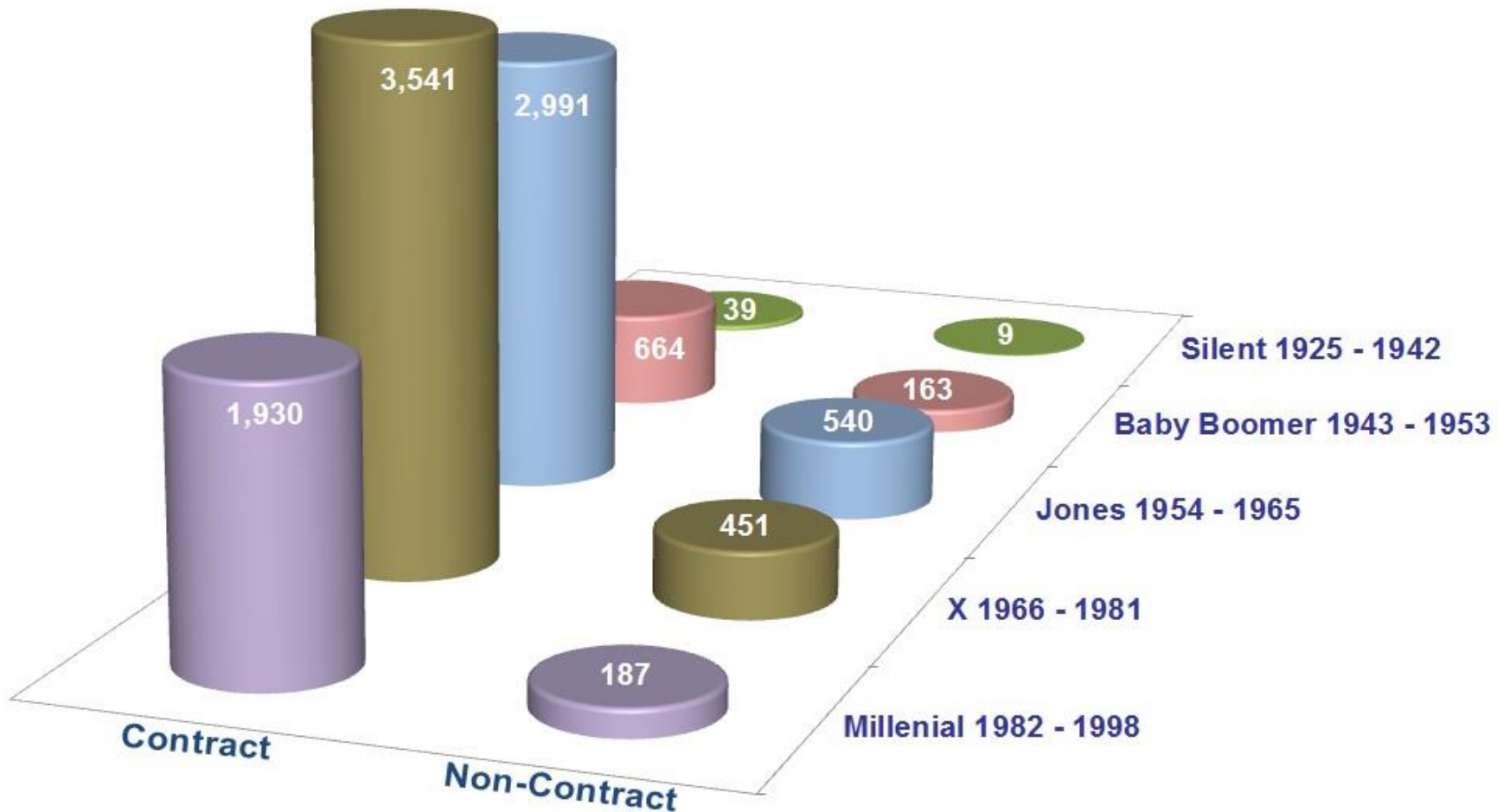


Chart does not include 300 temporary employees.

Metro Agency-Wide Demographics – Retirement Eligibility

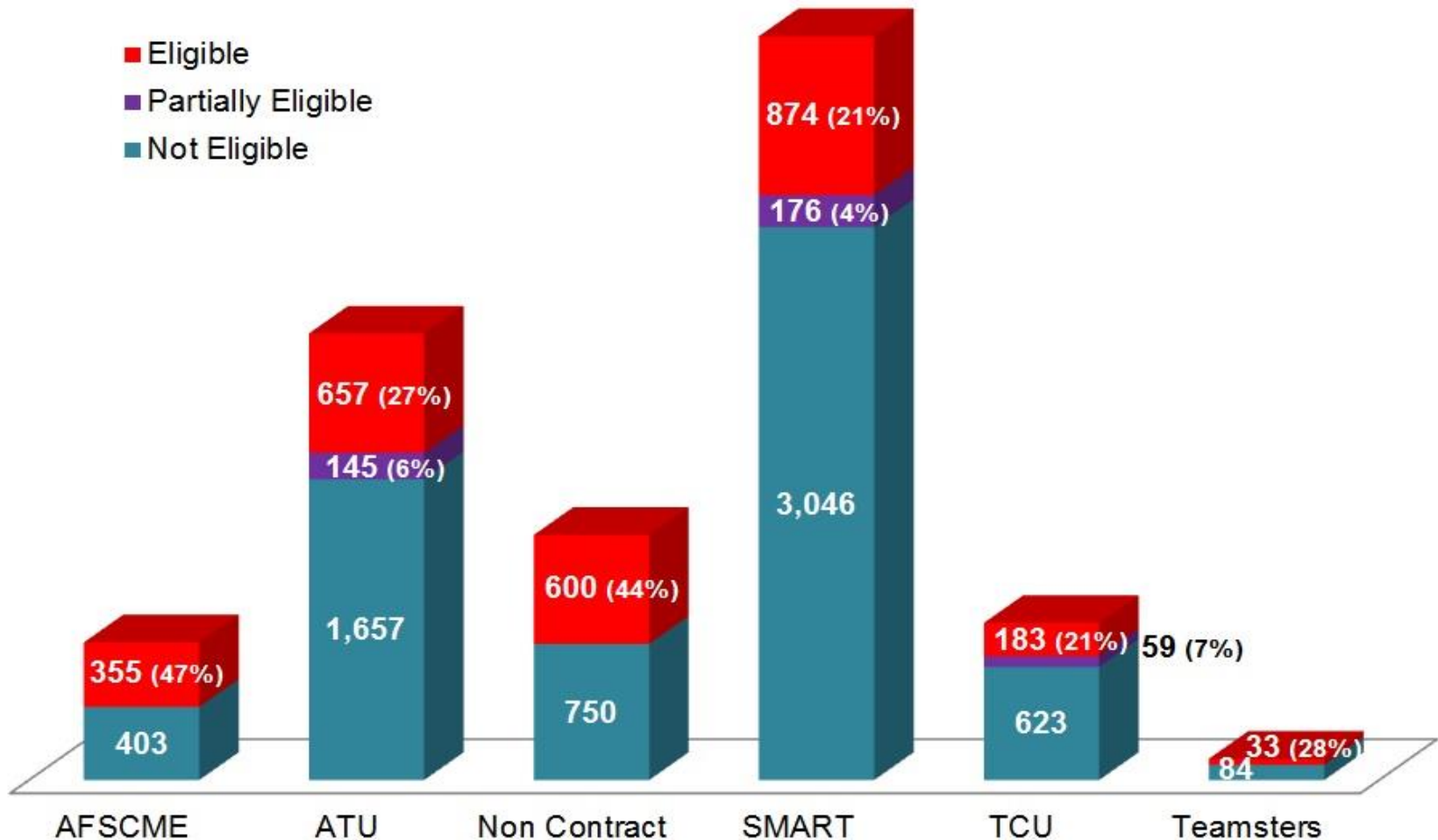
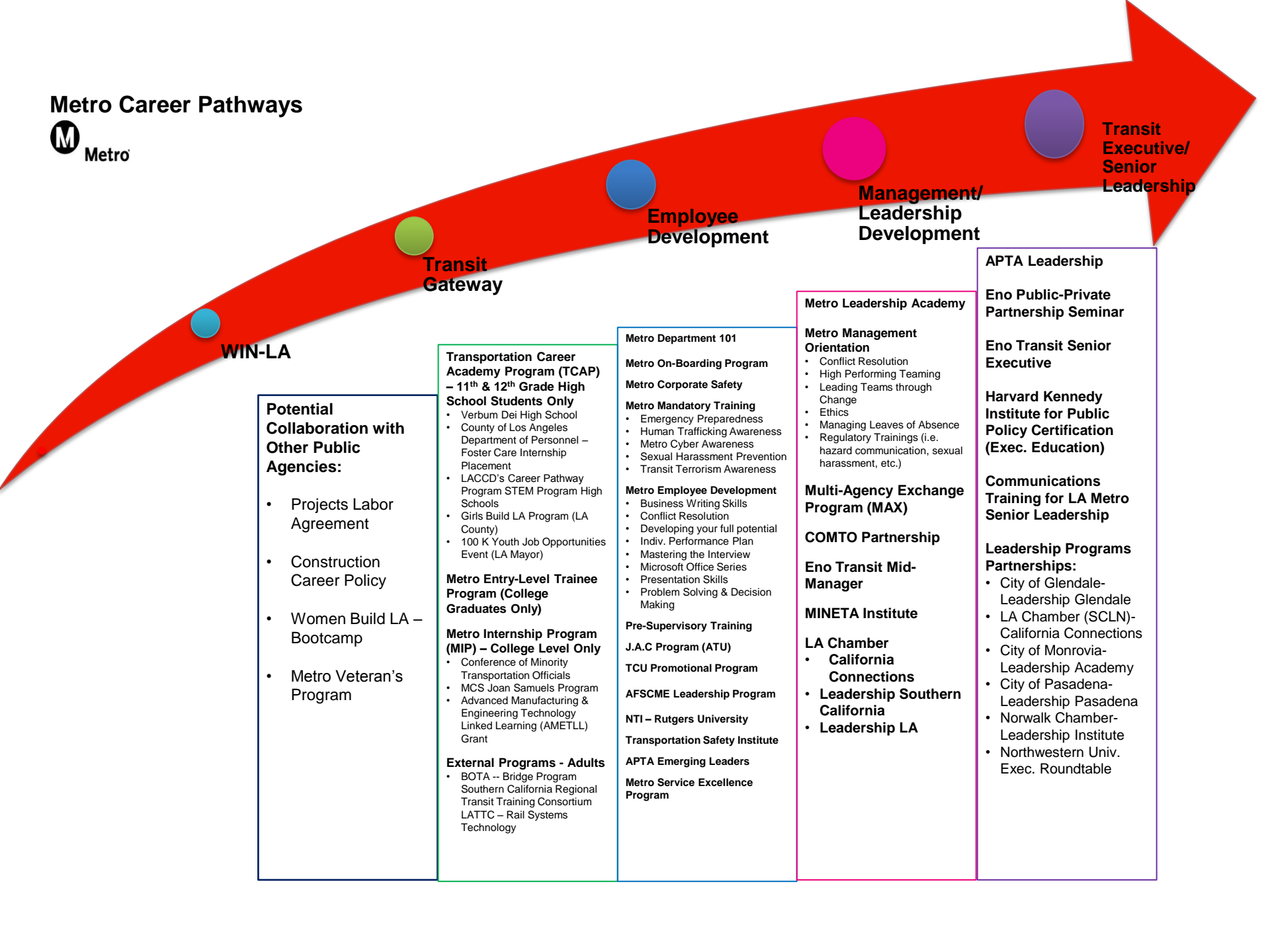


Chart does not include 870 part-time employees.

Purpose and Need – Collaboration with At-Risk Youth

- Department of Children and Family Services (DCFS) serves nearly 35,000 children
 - Only 45% of Foster Youth Graduate High School compared to 79% of the General Student Population
- 20-40% of Justice-Involved Youth Earn a Diploma or GED

Metro Career Pathways



WIN-LA

Potential Collaboration with Other Public Agencies:

- Projects Labor Agreement
- Construction Career Policy
- Women Build LA – Bootcamp
- Metro Veteran’s Program

Transit Gateway

Transportation Career Academy Program (TCAP) – 11th & 12th Grade High School Students Only

- Verbum Dei High School
- County of Los Angeles Department of Personnel – Foster Care Internship Placement
- LACCD’s Career Pathway Program STEM Program High Schools
- Girls Build LA Program (LA County)
- 100 K Youth Job Opportunities Event (LA Mayor)

Metro Entry-Level Trainee Program (College Graduates Only)

- Metro Internship Program (MIP) – College Level Only**
- Conference of Minority Transportation Officials
 - MCS Joan Samuels Program
 - Advanced Manufacturing & Engineering Technology Linked Learning (AMETLL) Grant

External Programs - Adults

- BOTA -- Bridge Program Southern California Regional Transit Training Consortium LATTC – Rail Systems Technology

Employee Development

Metro Department 101

Metro On-Boarding Program

Metro Corporate Safety

- Metro Mandatory Training**
- Emergency Preparedness
 - Human Trafficking Awareness
 - Metro Cyber Awareness
 - Sexual Harassment Prevention
 - Transit Terrorism Awareness

Metro Employee Development

- Business Writing Skills
- Conflict Resolution
- Developing your full potential
- Indiv. Performance Plan
- Mastering the Interview
- Microsoft Office Series
- Presentation Skills
- Problem Solving & Decision Making

Pre-Supervisory Training

J.A.C Program (ATU)

TCU Promotional Program

AFSCME Leadership Program

NTI – Rutgers University

Transportation Safety Institute

APTA Emerging Leaders

Metro Service Excellence Program

Management/Leadership Development

Metro Leadership Academy

Metro Management Orientation

- Conflict Resolution
- High Performing Teaming
- Leading Teams through Change
- Ethics
- Managing Leaves of Absence
- Regulatory Trainings (i.e. hazard communication, sexual harassment, etc.)

Multi-Agency Exchange Program (MAX)

COMTO Partnership

Eno Transit Mid-Manager

MINETA Institute

LA Chamber

- **California Connections**
- **Leadership Southern California**
- **Leadership LA**

Transit Executive/Senior Leadership

APTA Leadership

Eno Public-Private Partnership Seminar

Eno Transit Senior Executive

Harvard Kennedy Institute for Public Policy Certification (Exec. Education)

Communications Training for LA Metro Senior Leadership

Leadership Programs Partnerships:

- City of Glendale- Leadership Glendale
- LA Chamber (SCLN)- California Connections
- City of Monrovia- Leadership Academy
- City of Pasadena- Leadership Pasadena
- Norwalk Chamber- Leadership Institute
- Northwestern Univ. Exec. Roundtable

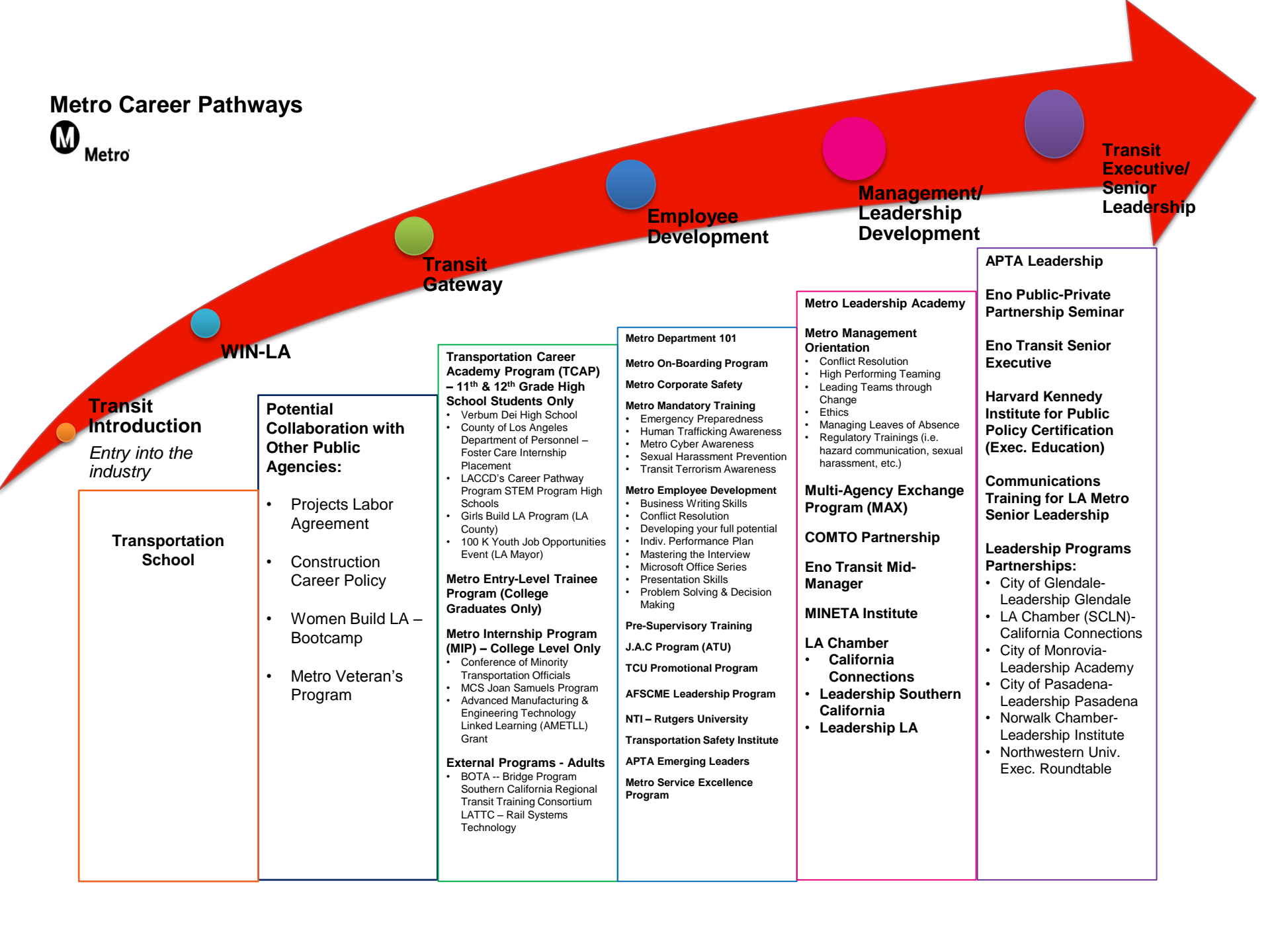
The Vision

- Establish a state-of-the art vocational and college preparatory 6-12th grade boarding school with students recruited from DCFS, probation, child welfare system, and the surrounding communities.
- Establish school as the bottom (entry into the industry) rung in Metro's career pathway, thereby establishing the lowest level of the MCP pipeline of skilled trades entering the transportation industry infrastructure.

The Vision

- Formalize commitments, i.e., Metro, Primes, DBE's/SBE's, and other government transportation providers (LAWA, Freight, Ports, County, etc.) to hire trained graduates.
- That LA County's transportation infrastructure career pipeline becomes the "Farm Team" of the industry.

Metro Career Pathways



Transit Introduction
Entry into the industry

Transportation School

WIN-LA

Potential Collaboration with Other Public Agencies:

- Projects Labor Agreement
- Construction Career Policy
- Women Build LA – Bootcamp
- Metro Veteran’s Program

Transit Gateway

Transportation Career Academy Program (TCAP) – 11th & 12th Grade High School Students Only

- Verbum Dei High School
- County of Los Angeles Department of Personnel – Foster Care Internship Placement
- LACCD’s Career Pathway Program STEM Program High Schools
- Girls Build LA Program (LA County)
- 100 K Youth Job Opportunities Event (LA Mayor)

Metro Entry-Level Trainee Program (College Graduates Only)

Metro Internship Program (MIP) – College Level Only

- Conference of Minority Transportation Officials
- MCS Joan Samuels Program
- Advanced Manufacturing & Engineering Technology Linked Learning (AMETLL) Grant

External Programs - Adults

- BOTA -- Bridge Program Southern California Regional Transit Training Consortium LATTC – Rail Systems Technology

Employee Development

Metro Department 101

Metro On-Boarding Program

Metro Corporate Safety

Metro Mandatory Training

- Emergency Preparedness
- Human Trafficking Awareness
- Metro Cyber Awareness
- Sexual Harassment Prevention
- Transit Terrorism Awareness

Metro Employee Development

- Business Writing Skills
- Conflict Resolution
- Developing your full potential
- Indiv. Performance Plan
- Mastering the Interview
- Microsoft Office Series
- Presentation Skills
- Problem Solving & Decision Making

Pre-Supervisory Training

J.A.C Program (ATU)

TCU Promotional Program

AFSCME Leadership Program

NTI – Rutgers University

Transportation Safety Institute

APTA Emerging Leaders

Metro Service Excellence Program

Management/Leadership Development

Metro Leadership Academy

Metro Management Orientation

- Conflict Resolution
- High Performing Teaming
- Leading Teams through Change
- Ethics
- Managing Leaves of Absence
- Regulatory Trainings (i.e. hazard communication, sexual harassment, etc.)

Multi-Agency Exchange Program (MAX)

COMTO Partnership

Eno Transit Mid-Manager

MINETA Institute

LA Chamber

- **California Connections**
- **Leadership Southern California**
- **Leadership LA**

Transit Executive/Senior Leadership

APTA Leadership

Eno Public-Private Partnership Seminar

Eno Transit Senior Executive

Harvard Kennedy Institute for Public Policy Certification (Exec. Education)

Communications Training for LA Metro Senior Leadership

Leadership Programs Partnerships:

- City of Glendale- Leadership Glendale
- LA Chamber (SCLN)- California Connections
- City of Monrovia- Leadership Academy
- City of Pasadena- Leadership Pasadena
- Norwalk Chamber- Leadership Institute
- Northwestern Univ. Exec. Roundtable

Metro Career Pathways – The Framework of the Proposed School

1. Definitions & Conceptual Model

- *Build Cross-Agency Partnerships (“big tent”)
 - various County Departments
- *Education + Labor + Transportation

2. System Criteria & Quality Indicators

- *Design Education & Training Programs (CTE/STEM)
- *Align Policies & Programs to Address Needs of Students

3. Career Pathway Student Metrics

- *Measure System Change & Performance
- *Shared Set of Performance Metrics

MCP Partners

Public Agencies, Secondary Education, Career & Technical Education, Workforce, Health & Human Services, Justice, Transportation, Labor Unions, Philanthropic Organizations

Framework Criteria:

- 1. Commit to a Shared Vision & Strategy**
- 2. Integrate Transportation Sector Principles**
- 3. Collaborate to Make Resources Available**
- 4. Implement Supportive Policies**
- 5. Use Data & Shared Measures**
- 6. Implement & Integrate Evidence-Based Practices & Processes**





Next Steps (Moving from Vision to Implementation)

- Development of a Program Charter (In partnership with County departments – already convened a meeting with County Departments i.e., DCFS, Probation and support from workforce division (following direction of the Motion))
- Retain Consultant to:
 - Identify a Pilot Vocational & Educational Training Program tailored to Transportation;
 - Coordinate with the relevant County and State departments;
 - Identify the related site; and
 - Develop a Funding Plan

Next Steps (Moving from Vision to Implementation) cont.

- Link to & leverage other existing Metro training initiatives (i.e., Transportation Careers Academy Program, Workforce Initiative Now-LA, Bus Operator Training Academy, Project Labor Agreement/Construction Careers Program)
- Adopt a joint funding strategy to build, scale, & sustain the MCP
- Leverage & coordinate existing & new federal, state, local, & private/philanthropic resources to support the MCP
- Keep LA Metro Board updated on progress

Questions?