

Equity for Goods Movement

Over the past few years Metro has acknowledged and embraced the need to understand equity issues and incorporate recommendations into its various planning processes. Through the formation of the Policy Advisory Committee (PAC) and in working with various stakeholders to advise Metro in creating the Board-approved Equity Platform¹, Metro begun investing considerable effort and resources to understand equity concerns and risk factors to address impacts to vulnerable communities in its major planning initiatives and programs.

Metro initiated the LA County Goods Movement Strategic Plan in the wake of this heightened commitment and sought from the onset to understand better the relationship between goods movement and disparities and how best to acknowledge past impacts, mitigate existing issues, and identify future opportunities to improve the lives of county residents most affected by the movement of goods through the region. While prior goods movement planning efforts in the region have touched on these important issues, the Plan provides an opportunity to spotlight equity issues related to goods movement and create new approaches to working with affected communities.

To accomplish this goal, Metro should set equity as the foundation for its Goods Movement Strategic Plan and the Sustainable Freight Competitiveness strategy that has emerged through dialogue with the myriad goods movement stakeholders in LA County. Metro should also broaden and cement its communication channels to seek input from community-based organizations, equity-focused non-profit groups, residents and local businesses to better understand LA County's diverse social and economic ecosystem and existing disparities. By doing so, Metro will ensure that input from communities impacted by goods movement will lead the alignment between equity and economy, where "Just Growth" that is grounded in equity will facilitate healthier and longer-term economic prosperity.

More than just a symbolic gesture of support for equity issues, Metro's designation of equity as the core of the LA County Goods Movement Strategic Plan's Sustainable Freight Competitiveness Framework will serve as an ever present reminder that implementation of strategies developed through the Framework must be achieved in a way that lifts up those communities most marginalized and impacted by the movement of goods through the nation's most vital seaports and trade corridors. Metro must see through the lens of equity and sustainability as it develops programs, projects and policies that create safer and more efficient multimodal freight systems, maintain a resilient supply chain, generate a strong labor force and foster a culture of investment and innovation all in support of maintaining LA County's economic competitiveness in the national and global economy.

Actively and frequently engaging affected communities in the development, refinement and implementation of the Plan's programs and strategies will be crucial for Metro to achieve its goal of creating a relevant, effective and forward-thinking LA County Goods Movement Strategic Plan that serves the needs of the entire county.

¹ Metro Equity Platform Framework, https://media.metro.net/about_us/committees/images/report_tac_epf_2018-03.pdf

Key Strategies & Actions

1. Engage in meaningful, ongoing dialogue with equity-focused stakeholders and experts to develop a deeper understanding of equity issues, risk factors and disparities so that equity considerations are mainstreamed in Metro's Goods Movement planning efforts.
 - a. Establish a formal, recurring Goods Movement Equity Initiative Working Group comprising representatives from community-based environmental and health organizations, non-profits, universities, health agencies, and foundations to elevate understanding of equity issues within Metro's planning practice.
 - a. Develop communication channels with residents and local businesses to fully understand how they are impacted. Establish on-going coordination mechanisms with other equity focused committees and activities within Metro and with other regional efforts to ensure effective, consistent and collaborative planning, development and deployment of goods movement equity goals throughout Metro and within LA County.
 - b. Include Representation from the Goods Movement Equity Initiative Working Group at the Policy Advisory Council.
2. Develop a list of equity risk factors that are most affected by goods movement activities, create performance measures to track progress, and link Metro's equity promises and accountability.
 - a. Continue research and partnership with CBOs, public health, environmental, and academic partners to better understand equity risk factors and disparities that are most affected or exacerbated by goods movement activities in LA County to create goods movement performance measures that are aimed to close equity gaps.
 - b. Create a linkage between Metro's budget and funding priorities and equity risk factors to ensure that Metro investments support closing the equity gaps.
 - c. Collaborate with other Metro departments to develop a mechanism to provide just compensation for CBOs to meaningfully engage in Metro's planning processes, and make it part of Metro's agency policy.
3. Develop an information clearinghouse on goods movement equity strategies and programs in partnership with other departments within Metro in support of an agency-wide Equity Program
 - a. Work with Metro's Equity Officer and other departments to develop a collaborative system to disseminate information on Metro's initiatives on equity through updates provided to the public and within Metro.
 - b. Collect, maintain, and distribute information on LA county equity goods movement programs (e.g., scope, eligibility, available funding) to impacted parties.

LA Metro Countywide Clean Truck Initiative

Metro should lead a Countywide Clean Truck Initiative to reduce toxic emissions from the movement of goods by diesel-powered trucks throughout Los Angeles County. The Initiative can accomplish this goal by securing funding, developing and advocating for supportive policies and programs, and fostering partnerships to accelerate the delivery and use of clean medium- and heavy-duty trucks. Accelerating the deployment of cleaner truck technologies and supporting infrastructure, particularly around high volume trade corridors in LA County, can help improve air quality and public health in equity-focused communities and is consistent with the Governor's Executive Order N-19-19, which calls for aligning transportation investments with the State's emissions goals through a wide deployment of clean vehicles.

A successful Countywide Clean Truck Initiative will feature several hallmarks. First, the Initiative will be built upon Metro's partnership with local, state, and federal agencies, and private entities such as the trucking industry, original equipment manufacturers for vehicles and charging infrastructure, and energy suppliers. Second, the Initiative will increase federal and state investment into LA County, lower the cost of zero emissions trucks, and facilitate the development of a market environment that further stimulates the acceleration and market penetration of clean vehicle technology. Third, the implementation of the Initiative will help advance a variety of individual clean truck programs - including the programmatic element of the I-710 EIR, which would unlock additional transportation enhancements along critical trade corridors and accelerate the delivery of public and private benefits. Finally, the Initiative will further cement Metro's position as a leader in developing and implementing innovative solutions that improve community, sustainability, public health, and goods movement challenges.

This Countywide Clean Truck Initiative will complement, enhance, and leverage existing efforts already underway in Los Angeles County. These efforts include the Ports of Los Angeles and Long Beach Clean Air Action Program (and associated Clean Truck Program), LA Cleantech Incubator programs, Mobile Source Air Pollution Reduction Review Committee investments, the AQMD Community Air Protection Program (AB617), and others. Metro's ability to provide regional leadership and collaboration through this Initiative and ability to complement and enhance existing programs while incorporating the input and needs of surrounding communities, the market readiness of clean fuels and technology, and the operating requirements of the trucking industry will be critical success factors of the overall Countywide Clean Truck Initiative.

Key Strategies & Actions

1. Establish a formal, recurring Countywide Clean Truck Initiative Working Group consisting of representatives from community groups, the trucking industry, air quality regulators, the ports, utilities, researchers, and manufacturers.
 - a. Ensure affected communities are actively engaged in the design, development, and implementation of the program throughout its lifespan
 - b. Identify equity issues related to Initiative development and implementation, focusing on avoiding unnecessary financial, operational, and emotional burden on any given communities

- c. Develop subcommittees to focus on equity implications, coordination with existing regional efforts, technology, and funding/financing
 - d. Ensure that planning, development and deployment of vehicle technologies and supporting infrastructure take place in a concerted and simultaneous manner
 - e. Ensure that LA County will have a sufficient labor pool with appropriate skillsets to meet the increasing demand for new technology-based vehicle and infrastructure maintenance and operations
 - f. Identify and prioritize specific clean truck programs to be developed through the Initiative.
 - g. Propose governance and delivery mechanisms to oversee and implement the Initiative's various programs.
4. Develop an information clearinghouse in partnership with other agencies for Countywide clean truck programs
 - a. Develop a collaborative structure for maintaining an information clearinghouse with regional partner agencies
 - b. Collect, maintain, and distribute information on regional truck programs (e.g., scope, eligibility, available funding) to impacted parties
5. Establish revenue streams to fund the Countywide Clean Truck Initiative
 - a. Secure Metro-controlled funding as "seed funding"
 - b. Identify opportunities to leverage seed funding
 - c. Develop or advocate for additional, new revenue streams to support ongoing implementation of clean truck technology countywide
6. Develop scope, funding eligibility, funding methods, evaluation processes, performance metrics, and performance monitoring mechanisms for programs developed through the Countywide Clean Truck Initiative
 - a. Coordinate with other established programs
 - b. Define eligibility requirements and evaluation process
 - c. Finalize funding levels and financing options
 - d. Identify delivery mechanisms and governance needs
 - e. Develop performance metrics to measure success
 - f. Develop performance monitoring system
7. Develop and implement the 710 Clean Truck Program on the I-710 corridor
 - a. Develop program parameters and evaluation process
 - b. Receive and incorporate feedback and input from community groups into the design of the program
 - c. Coordinate the implementation and evaluation with Metros Highway Program, the Gateway Cities COG, and other stakeholders
 - d. Identify lessons learned and recommend modifications to Countywide Clean Truck Initiative and other clean truck programs

Urban Freight Delivery

The volume in urban freight delivery is rapidly growing due to increasing population in the urban core and demand for faster deliveries, considerably impacting the congestion on local streets. Increasing demand for the same curb space from other uses, including bikeshare and other shared mobility services, residential street parking, transit services and pedestrian access, adds to the competition for the limited space. Combined, all these activities pose challenges to Metro's ability to provide a world class transportation system if left unorganized. For example, Vision 2028 calls for a travel speed improvement on the Countywide bus network by 30 percent as one of Metro's mobility and accessibility goals. Given myriad of activities that demand the use of limited real estate along the curb, figuring out optimal use cases and demand management strategies that will enhance accessibility and high quality mobility service is a daunting task. Moreover, the nature of curbside demand affects many divisions within Metro, including Operations, Program Management, Office of Extraordinary Innovation, Countywide Planning & Development, and others. The complexity of activities at the curb and Metro departments who have stakes in this subject area call for more robust agency-wide coordination and collaboration in achieving goals set forth by Vision 2028 and this Strategic Plan.

Local streets and curb space are primarily managed and maintained by local jurisdictions. As is in the City of Los Angeles, the LA Department of Transportation (LADOT); Department of Public Works, which includes Bureaus of Engineering Street Services, Sanitation, and Street Lighting; LA Department of Water and Power; and municipal transit providers exert various responsibility over curb space regulation and usage. Involvement of various city departments over curb space is a common practice amongst 88 cities and over one hundred unincorporated communities in LA County. Understanding local jurisdictions' needs, regulations and their mobility and accessibility goals is a critical factor in developing policies and strategies aimed to facilitate efficient and effective practice for curb space uses throughout the County.

The needs of delivery companies and businesses who receive delivery shipments also need to be well understood and reflected in such policies and strategies to support vibrant economy locally and Countywide. Across the County, many cities invest to support small businesses to flourish local economy. Many small businesses rely on on-street parking spaces for delivery and customer access. Delivery companies generally synchronize their service hours to their customers' business operating hours to minimize missed delivery. Sometimes these delivery hours may overlap with the peak commute hours and impact their operations while exacerbating congestion.

Within this complex environment, the Metro Goods Movement Planning group recognizes an opportunity to play an influential role in curbside demand management across LA County, both within Metro and in collaboration with its jurisdictional partners, delivery companies and local businesses. Metro's countywide reach through its extensive service and multimodal approach to transportation investments well position the agency to lead initiatives through partnerships with local agencies and stakeholders to reap benefits from efficient curbside use cases. Through its existing governance and institutional structures, Metro should vet how best to utilize its strength as a regional convener and policymaker to coordinate curbside demand management approaches with its regional partners and users. For example, Metro's Freight Working Group comprises members that represent industry stakeholders engaged in urban delivery. This group provides a foundation for Metro to fully understand common challenges

experienced by service providers, identify best practices, and explore collaborative solutions to curbside conflicts. In 2019 Metro's Goods Movement Planning team led a major effort to bring a Countywide awareness on curbside demand management concerns by partnering with the Federal Highway Administration to convene the LA Metro Curbside Demand Management Symposium, drawing participation from several Metro departments and cities across the County. With all five County Supervisors and representatives for all of LA County's 88 cities on its Board, Metro wields unique political power to create a platform of best practices and policy recommendations to benefit local, regional, state, and federal partners; attract grant funding to conduct pilot programs to test concepts and glean learnings.

The Goods Movement Planning team should build upon the success of the Freight Working Group, learnings from the FHWA sponsored symposium and use the existing governing and institutional structures to develop policies and strategies to help Metro meet the Vision 2028 goals through the lens of efficient and effective urban delivery and curbside demand management.

Key Strategies & Actions

1. Continue the existing curbside mobility forum
 - a. Serve as a platform to exchange information on challenges and issues, state of practices, and best practices on curbside demand management operations, plans and policies by various organizations and users
 - b. Maintain a robust membership from local jurisdictions, Metro departments, and local curb space users
 - c. Develop a Countywide curbside mobility partnership strategy
 - d. Develop best practice guidance for LA County's curbside demand management
2. Develop Metro's Curbside Mobility Policy platform
 - a. Document and understand operational issues and challenges faced by Metro Bus Divisions with respect to existing conditions at curbside approaches
 - b. Document and understand operational issues and challenges faced by Metro's mobility groups who manage mobility programs such as bike share, on-demand services, and first and last mile connectivity
 - c. Engage with Metro's groups involved with Complete Streets Policy, Active Transportation Policy, Transit Corridor Planning, First and Last Mile, and Sustainability Plan to explore ways to incorporate urban delivery considerations to minimize unintended consequences of not including freight needs
3. Create a Countywide data portal for curb side demand management
 - a. Serve as a clearinghouse for curbside asset inventory
 - b. Serve as a clearinghouse regulations and ordinances that govern curb space use case at the local, regional and state level
4. Pursue pilot projects to test findings from all the efforts mentioned above
 - a. Define specific issues to be addressed through pilot projects
 - b. Define purpose and needs
 - c. Seek partnership within Metro and with external partners
 - d. Seek funding to implement pilot projects

Investment in Workforce and Competency

The continued success of LA County as a global freight gateway not only depends on the quality of the multimodal freight infrastructure and the connections among its industries, gateways, and supply chain service providers, but also on the quality, quantity, and mobility of the regional workforce. The workforce required to support the goods movement sector is diverse and evolving in order to fulfill many roles required within myriad supply chain activities. Moreover, changes in technology and supply chain strategies to respond to ever-changing delivery expectations are increasing the complexity and sophistication of logistics operations, thereby creating new demands on and expectations of worker skills and knowledge. As a result, cultivating and supporting this workforce requires careful coordination across many partners, from workforce development entities and academic institutions that identify and train workers, to employers who hire them. Training goods movement workforce with right skills to meet evolving industry needs is critical to maintaining Los Angeles area's competitiveness as the gateway of choice and sustaining the region's economic vitality. Further, investing to nurture local workforce is an effective tool to correct disparities witnessed in race, income and education attainment through targeted pathway provisions toward underserved communities within LA County.

As a transportation planner and coordinator, designer, builder and operator for LA County, Metro takes the importance of investing in workforce development to heart. Metro has institutionalized training programs, developed career pathways, and instituted targeted hiring policies in public transit field. Specifically, Metro established Workforce Initiative Now-Los Angeles (WIN-LA) program; the Expose, Educate & Employ (E3) initiative and associated Metro Transportation School; and the Project Labor Agreement and Construction Careers Policy (PLA/CCP) to provide exposure, educational programming, and career pathways in construction, operations/maintenance, administration, and professional services both within Metro and throughout the transit industry. Many of the skills developed as part of Metro's programs – particularly related to project management, data visualization, forecasting, and compliance – also apply broadly across industry sectors, particularly goods movement and logistics. The undeniable connections and parallels between Metro's workforce development efforts in the transportation sector and other agencies in the logistics sector are ripe to be paired together to create overlapping and mutually reinforcing efforts, all in support of regional equity and economic growth.

There is also a growing recognition on impact of mobility and accessibility to jobs and one's economic and social upward mobility. In LA County, only 3.3 percent of goods movement jobs are accessible within one-hour transit trip. In making mobility investment decisions, this is an important fact for Metro to reference to as it strives to close the equity gaps through transportation means.

A well-trained and competent labor pool is a foundation for a region that embraces innovation and desires to be competitive. While it is not Metro's core purpose to provide goods movement-specific workforce development training, Metro serves important roles as an employer, workforce development partner, a regional mobility provider and a policymaking body. Several opportunities were highlighted for Metro through stakeholder dialogue as a regional leader and partner in advancing workforce competency goals. Metro should:

Key Strategies & Actions

1. Partner with academic and research institutions to pursue applied research to understand gaps in skills and competencies of the region's logistics workforce and sought after by employers.
 - a. Inventory existing regional workforce development and training programs managed by regional stakeholders, like METTRANS, the ports, Long Beach City College, and others to identify institutional resources in this effort.
 - b. Work with the partners mentioned in 1.a. to further Metro's understanding on workforce skill and competency gaps in detail, e.g., at job classification levels.
 - c. Fully understand transferrable skills between transit and logistics industry and their benefits to articulate Metro's workforce investment priorities.
2. Expand Metro's partnership with trade schools and community colleges, and major employers to offer opportunities to experiment and validate existing workforce development programs.
 - a. Assess whether existing workforce development programs meet the worker and employer needs, and draw suggestions to Metro's workforce development programs for improvements.
3. Expand Metro's local and targeted hiring policies to benefit historically disadvantaged community members.
 - a. Evaluate existing Metro policies on local and targeted hiring to gauge areas of enhancements to ensure that Metro's hiring policies are designed to close equity gaps. These considerations may include CalEnviroN disadvantaged communities' designation, criminal history, income, race and education attainment.
4. Expand Metro's current training programs with a foresight of training workforce of the future who will be equipped to respond to changing technologies in the transportation and transit industry.
 - a. Define skills and competencies needed to operate and maintain clean technology trucks, in conjunction with the Countywide Clean Truck Initiative.
 - b. Institutionalize training and apprenticeship programs to build a consistent pipeline to fulfill regional workforce needs.
 - c. Join Metro's Workforce Development Working Group led by the Human Capital and Development Department to ensure gaps in skills and competencies in logistics industries are integrated as opportunity areas for Metro's workforce development initiatives
5. Advocate for regional, state, and federal funding programs for building and enhancing workforce development and competency to ensure that workers in LA county will be able to capitalize on employment opportunities.
 - b. Understand existing policies surrounding workforce development investment to set a foundation for creating funding focused policies.
 - c. Establish a regional partnership around funding for workforce investment to develop local and regional revenue streams to provide LA county's match contribution for any regional/state/federal grants opportunities.

- d. Establish a regional funding advocacy campaign in coordination to call for increased/targeted funding for goods movement workforce development programs.
 - e. Define workforce skills and competencies needs to support the LA Metro Countywide Clean Truck Initiative to maintain supporting infrastructure.
6. Improve the Metro transit service network and ancillary regional services to meet the needs of the goods movement workforce and enhance their ability to access desirable jobs.
- a. Understand disparities in access to jobs for workers who use transit services, with a focus on logistics jobs through a gap analysis of Metro's transit service to identify opportunities to better serve future populations of workers
 - b. Develop recommendations to improve access to jobs throughout the day. For example, assess Metro's ability to provide "third-shift" service and other nontraditional commute services for the goods movement workforce.
 - c. Partner with regional municipal operators to address these mobility issues in areas that are wholly or partially served by other transit agencies