



## Board Report

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### PLANNING AND PROGRAMMING COMMITTEE APRIL 17, 2024

**SUBJECT: LONG BEACH-EAST LA CORRIDOR MOBILITY INVESTMENT PLAN**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

ADOPT the Long Beach-East Los Angeles Corridor Mobility Investment Plan (CMIP) and its recommendations for funding programs and projects, as found in Attachments A and B.

#### **ISSUE**

Following an intensive, community-focused, and inclusive 31-month process to engage impacted residents, community leaders, and a wide range of stakeholders in the Long Beach-East LA (LB-ELA) Corridor through the LB-ELA Corridor Task Force, Community Leadership Committee (CLC), various working groups and numerous public forums, staff now brings the Final LB-ELA CMIP to the Board for review and adoption.

Board action to adopt the Final LB-ELA CMIP will also satisfy California Transportation Commission (CTC) guidelines to qualify the Investment Plan as an Interstate 710 (I-710) Comprehensive Multimodal Corridor Plan (CMCP), making projects in the Investment Plan eligible for discretionary grants awarded through the CTC-administered Solutions for Congested Corridors Program (SCCP).

#### **BACKGROUND**

I-710 serves as the nation's most important freight highway corridor, supporting the movement of goods that support the regional, state, and national economies. Tens of thousands of heavy-duty diesel trucks travel on the freeway daily, serving the nation's busiest seaport complex, intermodal railyards, warehouses, logistics centers, and transloading facilities. The LB-ELA Corridor's shared-use transportation system-anchored by I-710 and supported by five intersecting freeways (I-405, State Route [SR] 91, I-105, I-5, and SR-60), the Alameda Rail Corridor, and major arterial highways-is responsible for moving the growing volume of cargo handled by the nation's busiest seaport complex to the transcontinental rail terminals near Downtown Los Angeles and other national and local destinations.

I-710 is also the nation's most community-adverse freight highway corridor. As Southern California's population grew over the decades, so did the demand on I-710 to carry regional commuters and

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goods, straining the freeway's limited capacity, resulting in traffic congestion, safety concerns, and spillover traffic onto arterial roadways parallel to the freeway that serve the LB-ELA Corridor communities. As the nation, state, and regional economy prospered from the increased movement of goods and international trade supported by I-710, the communities through which the freeway was constructed bore the burden of increased air pollution and freight traffic, deteriorated public health and mobility, and displacement; they suffered an overall poorer quality of life. These negative community health impacts externalities have tragically earned the LB-ELA Corridor the apt moniker "Diesel Death Zone."

In May 2021, the Metro Board suspended further work to advance the I-710 South Corridor Project Environmental Impact Statement/Environmental Impact Report (EIR/EIS) following concerns from the United States Environmental Protection Agency (USEPA) about the project's ability to meet air quality conformity and from community concerns of the proposed widening of the freeway in the Locally Preferred Alternative (LPA) 5C that threatened to displace over 430 residences.

Staff initiated the LB-ELA (formerly I-710 South, renamed in May 2022) Corridor Task Force in September 2021 to re-engage local impacted communities and stakeholders to develop a set of recommendations for Metro investment in a multimodal array of projects and programs that would take the place of the original I-710 South Corridor Project, for which the Board acted in May 2022 to replace its original LPA 5C with a new LPA - Alternative 1, the "No Build" Alternative. The I-710 South Corridor Project Final Environmental Document, with a "No Build" or "No Action" preferred alternative, is expected to be signed by Caltrans District 7 in mid-2024 (File #2022-0100).

Staff convened the Task Force in September 2021, which included 35 representatives from local jurisdictions, community-based organizations (CBOs), elected officeholders, universities, and stakeholders representing the corridor's goods movement, business, labor, public health, and air quality advocates and partners. The Task Force met monthly over the past 31 months to advance a comprehensive work plan to build trust and achieve consensus; define the Vision, Goals, and Guiding Principles; develop multimodal strategies and identify projects and programs; evaluate and refine projects and programs; create an investment and policy strategy for implementation; and report to the Metro Board with the Final CMIP.

To ensure the participation and viewpoint of impacted residents in the LB-ELA Corridor, staff worked with the Task Force to establish the Community Leadership Committee (CLC), a compensated advisory body comprising 26 local residents, and convene related working groups like the Equity Working Group (EWG) to articulate the values of the communities and stakeholders within the corridor to guide the development of the LB-ELA CMIP.

With this foundation in place, staff launched the next phase of the Task Force's workplan by conducting extensive community engagement and stakeholder outreach to develop the Task Force's Initial List of Multimodal Strategies, Projects, and Programs (MSPPs).

Staff then led the Task Force and CLC in joint and separate meetings to develop the evaluative criteria, receive feedback, and present how the criteria were applied to the MSPPs. Staff worked with the technical team to combine these results with additional factors and criteria to identify candidate projects and programs to be included in the Draft CMIP for consideration of Board

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investment.

At the November 2023 Board meeting, staff presented the tiering analysis and implementation assessment to help refine the overall evaluation of MSPPs that were scored in mid-2023. Using this information and feedback from the CLC and Task Force, staff then developed the Draft CMIP to be considered by the project stakeholders and the general public.

On January 31, 2024, Metro released the Draft CMIP for public review. This action initiated a 30-day public review period that was then extended to 60 days to April 1, 2024, at the request of Director Hahn. The Draft CMIP was published on the Metro website and project hub webpage (<https://lb-elacorridorplan-lametro.hub.arcgis.com/>) and promoted to the public via social media, The Source, and El Pasajero, among other media.

During this review period, Metro conducted five in-person and five virtual community meetings (accompanied by a total of seven on-site streaming locations) to present the CMIP recommendations to the public. Metro also convened two Task Force meetings on February 26 and March 18, 2024, two CLC meetings on February 15 and 22, 2024, and one in-person CLC Working Session on March 21, 2024. Staff received over 420 comments from the in-person and virtual community forums, emails, phone calls, online project forms, Task Force meetings, CLC meetings, Working Group meetings, Coordinating Committee, small stakeholder group meetings, the project dashboard and letters. These comments (Attachment C) were logged and evaluated for inclusion in the revised CMIP.

Following the closure of the 60-day public review process on April 1, 2024, and review of the comment log staff developed and presented recommended revisions of the Draft CMIP to the CLC on April 4, 2024. The CLC voted 62% in support of the CMIP and its recommendations as is. Those that voted “no” were generally in favor of the process and the CMIP, but wanted to raise their concerns to the Task Force and Metro Board that they want to see a greater focus and commitment to public health and the community programs, and want to make sure Metro follows through with uplifting community needs as a priority for the Investment Plan.

Staff presented the recommended revisions of the Draft CMIP, along with the result of the CLC meeting, to the Task Force on April 8, 2024. The Task Force voted 70% in support of the Investment Plan in principle and moved it forward to the Board for adoption while acknowledging that there is more work to be done through the working groups to collectively refine implementation. Those that voted “no” commented in general that they would like to have more time to discuss the revised plan and that they wanted to see a more detailed, specific set of health projects and programs identified through the proposed public health community program before providing support.

## **DISCUSSION**

The LB-ELA Corridor is home to many vibrant, multicultural, and unique communities that together represent 12% of LA County’s population. These historic communities include four of LA County’s oldest incorporated communities-Compton (incorporated in 1888), Long Beach (1897), Vernon (1905), and Huntington Park (1906)-and feature a rich mosaic of ethnicities, religious denominations, culinary experiences, and cultural traditions that help make LA County a diverse and dynamic place

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to live and work.

The future opportunity for the LB-ELA Corridor communities to thrive and enjoy a high quality of life, from clean air and good health to safe and plentiful mobility options and access to opportunities, remains challenged and unclear due to the compounded, generational legacy of transportation infrastructure decisions, policies, and investment priorities that have served more to fracture and dim the LB-ELA Corridor mosaic than to unify and illuminate it.

The LB-ELA Corridor greatly needs comprehensive, multimodal transportation and community investment to repair the harm caused by the legacy of I-710 and to serve as the foundation for a healthy, mobile, and prosperous future for these communities. This need is a main reason why LB-ELA Corridor communities supported Measures R (2008) and M (2016) which collectively identified \$1.09 billion in funding for the I-710 (LB-ELA) Corridor. The LB-ELA CMIP offers an opportunity to create, in collaboration with communities and stakeholders, a long-term strategic transportation investment approach that is aligned with the CMIP's Vision, Goals, and Guiding Principles.

The CMIP reflects over \$16 billion in transportation-related investments identified by cities, stakeholders, and the public to improve mobility, air quality, safety, environmental sustainability, and opportunity for Corridor residents dependent on using the Corridor's transportation system, including the Southeast Gateway Light Rail Transit Line. Anchoring this overarching investment need is \$743 million in Measure R and M funds dedicated to the Gateway Cities subregion for the I-710/LB-ELA Corridor that will leverage an additional \$3.2 billion in regional, state, and federal discretionary grant funding to provide a \$4 billion boost to improving the Corridor's multimodal, shared use transportation system.

The CMIP invests the \$743 million from Measures R and M in four ways:

- \$409 million for priority projects receiving initial investment to advance toward implementation.
- \$254 million for modal programs that will develop future Corridor funding priorities, allowing the CMIP to be a "living document".
- \$40 million in a Community Programs Catalyst Fund to launch 15 Community Programs that will identify opportunities to bring non-transportation funding into the Corridor to complement the CMIP's transportation investments.
- \$40 million in the Strategic Technical Assistance for Reparative Transportation Uplifting People Fund, or START-UP Fund.

The projects and programs funded by the CMIP will support an array of long-awaited benefits for Corridor communities and the transportation system users, including but not limited to:

- Faster bus service on priority transit corridors.
- Improved transit system access in the form of bus shelters, curb improvements, and first/last mile investments.
- Zero-emission technology for trucks, trains, buses, and automobiles to advance the LB-ELA Corridor to becoming a ZE Corridor of the future.
- Protected bicycle lanes and pedestrian pathways.
- Multimodal complete streets on key LB-ELA arterial roadways.



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- Safer access to I-710 for residents getting on and off the freeway at local interchanges.
  - Reconnecting LB-ELA Corridor communities by improving bridges crossing over I-710 and the LA River with multimodal improvements and reducing safety conflicts.
  - Air quality, environmental, and public health investments, including reducing non-tailpipe generation of particulate matter, urban greening and tree canopies, reduction of greenhouse gases (GHG) and urban heat island effects (UHIE), and a community health benefits program co-designed with community input.
  - Supporting the replacement for Shoemaker Bridge connecting I-710 into downtown Long Beach.
  - Regional active transportation gap closures
  - Technical assistance for under-resourced communities

Collectively, these projects-when implemented-are estimated to generate a broad level of benefits for residents in Corridor communities, including:

- Creating 48,000 new jobs
- Reducing fatal injury collisions by 6-10%, resulting in the prevention of eight fatalities and 88 serious injuries per year.
- Increasing transit ridership by 5-10% daily
- Increasing bicycle trips by 10-15%
- Reducing vehicle hours of delay by 5-10% for faster travel
- Decreasing vehicle miles traveled (VMT) by 1-2% so fewer cars are on the road  
Reducing GHG annually by approximately 250,000 metric tons, resulting in a cooler climate and fewer particulate matter emissions by 2,500,000 grams annually, making the air cleaner and healthier for communities.

To achieve these benefits, the CMIP must attract significant federal, state, and regional discretionary grant funding to leverage the Measure R and M funding allocated to projects and programs. With the Board's leadership and support, Metro has already experienced success in elevating Corridor projects to receive grant funding through the Pre-Investment Plan Opportunity (PIPO) program, which nominated four projects to seek grant funding ahead of the CMIP adoption. All four PIPO projects have now successfully received awards totaling \$56.56 million, auguring well for the competitiveness of CMIP projects in future grant funding cycles:

- Huntington Park - Safe Routes for Seniors and Students
  - \$4.26 million: CTC's Active Transportation Program
- Metro - Southeast LA Transit Improvements Project
  - \$14.50 million: CTC's Local Partnership Program-Competitive
- Metro - I-710 Integrated Corridor Management (ICM) Project
  - \$27.84 million: CTC's Trade Corridor Enhancement Program
- Metro - Humphreys Avenue I-710 Bicycle / Pedestrian Overpass Project
  - \$9.96 million: USDOT Reconnecting Communities and Neighborhoods

In total, projects from all modes in the CMIP Study Area have received \$1.095 billion in grant funding

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across federal, state, and regional programs since the CMIP process launched in September 2021 (Attachment D).

### Structure of the CMIP

Approximately \$743 million in Measure R and M funds is available from the prior I-710 South Corridor Project for reprogramming by the Board in the multimodal projects and programs recommended through the CMIP. Of this funding, \$243 million remains from Measure R funds for the I-710 South Corridor Project, augmented by \$500 million in Measure M funds for the Corridor, to become available for project implementation in two time periods: \$250 million in Fiscal Year (FY) 2026 and \$250 million in FY 2032.

Recognizing the timing and availability of these funds, the CMIP recommends initial investments in projects and programs that need near-term support for development, pre-implementation, and implementation stages, longer-term support for future implementation, or additional evaluation in Modal Programs to determine programming of unallocated funds reserved for future priorities. Attachment B provides an overview of the CMIP's recommendation for how the \$743 million will be programmed among key investment priorities, as follows:

### **Air Quality and Public Health**

In the evaluation process that helped determine priorities for investment in the CMIP, the CLC and Task Force approved a set of 82 evaluation criteria that allowed staff to evaluate candidate projects against quantitative and qualitative criteria derived from and intended to advance the Vision, Goals, and Guiding Principles. Of these evaluation criteria, 22 were associated with project health outcomes that included Exposure to Health Impact Pollutants, Conditions for Physical Activity, Conditions for Roadway Safety, Exposure to Extreme Heat, and Access to Healthcare, Healthy Food, and Opportunities. A full summary of health considerations in the LB-ELA Corridor Plan Evaluation Criteria can be found in Attachment E.

The CMIP has many projects that support a greater level of health for the LB-ELA Corridor communities. The Investment Plan allocates funding for the infrastructure needed to accelerate the conversion of heavy-duty diesel trucks to Zero-Emission trucks and to support the transition of the Alameda Corridor to an at-capacity, ZE facility drawing trucks off the road through cargo modal shift. The CMIP funds a Particulate Matter Reduction Pilot Program that aims to reduce the amount of particulate matter generated through road wear-and-tear, brake and tire dust, and other non-tailpipe sources from trucks and vehicles operating on I-710. The Investment Plan funds more walkable and bikeable communities with investments in active transportation pathways, connectivity to the LA River bike path, protected and separated pedestrian/bicycle freeway crossings and routes, improved transit operations, and reduction of accidents and conflicts for trucks and cars on the freeway access ramps and for vehicles and pedestrians at key crosswalk conflict points on the local interchange bridges crossing the freeway. Complete Streets corridors will have opportunities to include urban greening, enhanced tree canopies, new or expanded parks, and other health-focused amenities. An equity-targeted bus stop program will place or upgrade bus shelters and shade for areas with the greatest need for both to help combat the urban heat island effect, along with safety features to help passengers access the bus stop more comfortably.

In addition to these transportation investments, the CMIP will also address further the interrelated issues of air quality, public health, and the environment through the Community Programs catalyzed by \$40 million in seed investment. Metro is proposing to form a Working Group to develop projects, priorities, and funding strategies for seven Community Programs:

- Bus Electrification Projects
- LB-ELA Corridor Community Health Benefit Program
- Zero-Emission Infrastructure for Autos
- Air Quality Monitoring Stations
- LB-ELA Corridor Energy Reduction/Greenhouse Gas (GHG) Emissions Reduction Program
- LB-ELA Corridor “Urban Greening” Initiative
- Public Art/Aesthetics

These Community Programs will yield complementary and connected investments in community health, safety, air quality, and environmental needs as part of the benefits provided through the CMIP.

## **Goods Movement**

The nation’s most important freight corridor runs between Long Beach and East Los Angeles, connecting the Western Hemisphere’s busiest seaport complex-the ports of Long Beach and Los Angeles-with transcontinental rail terminals near Downtown Los Angeles.

The CMIP recommends the investment of \$80 million to support two vital goods movement-related goals: (1) accelerating the transition of heavy-duty trucks and train locomotives from diesel to zero-emission technology and (2) supporting the movement of more cargo by train over truck through the region to help reduce the impacts on I-710. Central to this strategy is the Board-approved investment (Attachment F) of \$50 million in seed funding for the LB-ELA Corridor Zero-Emission (ZE) Truck Program, which is expected to generate \$200 million in infrastructure and related projects and programs to accelerate the transition of heavy-duty trucks operating in the Corridor from diesel to ZE technology. The CMIP holds as a key strategy making the LB-ELA Corridor a ZE Freight Corridor, including the freight rail operations on the Alameda Corridor and potential inductive charging opportunities to support the ZE Truck Program.

## **I-710 MOSAIC Program: Safety and Interchange Improvements**

The CMIP proposes investing \$210 million in the freeway-related safety and multimodal improvements, anchored by the I-710 Multimodal, Operational, Safety, and Access Investments for the Community (MOSAIC) Program, which will provide a community-focused approach to investing in the I-710 freeway facility while also providing regional benefits for the tens of thousands of vehicles and trucks that operate on the freeway daily.

In contrast to the prior I-710 South Corridor Project, this freeway-related investment proposal will not widen I-710, add new lanes of general-purpose or high-occupancy vehicle traffic, or displace residences in communities adjacent to the freeway.

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The I-710 MOSAIC Program will focus investment on multimodal improvements for freeway interchanges and overcrossings, safety and operational improvements focused on the freeway on- and off-ramps and connectors, technology to create safety, efficiency, and pollution reduction outcomes, and mitigations for community benefit.

Through this investment approach, the CMIP will reconnect LB-ELA communities separated by I-710 and the LA River with safer bridge and overcrossing infrastructure that will allow for better and safer multimodal (bus, bicycle, and pedestrian) crossings over the freeway and access to the LA River (LARIO) Trail. This investment will also improve the daily experience for community members and other travelers accessing I-710 by improving the safety and design of on-ramps, off-ramps, connectors, and transition zones that move cars and trucks between local roadways and the freeway mainline.

To ensure accountability, the 14 MOSAIC projects under consideration will undergo an Alternatives Analysis evaluation to screen for community impacts and benefits and prioritize project concepts for the next phase-environmental review (CEQA/NEPA). Following the CEQA/NEPA phase, projects will then be prioritized for consideration to receive implementation funding upon Board approval.

The CMIP also identifies funding to plan for reducing particulate matter generated on I-710 through non-tailpipe sources and support future pilot projects that will mitigate the impact of freeway operations on the public health of the LB-ELA Corridor communities.

### **Arterial Roadways / Complete Streets**

Improving arterial roadways in the LB-ELA Corridor will serve many important purposes to local communities and the regional transportation system. These roadways carry buses, personal vehicles, heavy-duty trucks, delivery vans, bicyclists, and pedestrians. Oftentimes, these different uses conflict with one another, creating safety, reliability, and mobility concerns that disincentivize the use of transit and active transportation to create more livable communities.

Recognizing the importance of improving the multimodal usage and safety of these roadways, the CMIP recommends \$188 million in funding to (1) implement or develop five complete street programs along priority arterial roadways that stretch north/south and east/west through the LB-ELA Corridor: Atlantic Boulevard, Alondra Boulevard, Florence, Long Beach Boulevard, and Slauson Avenue; and (2) fund a request from the Gateway Cities Council of Governments' I-710 Technical Advisory Committee to complete design work for the Shoemaker Bridge/Shoreline Drive Project to support a collaborative effort to secure regional and state discretionary grant funding to deliver that project. This overall recommendation also includes funding reserved for the Arterial Roadway / Complete Streets modal program to develop and implement future projects and programs that meet the Vision and Goals of the Investment Plan.

### **Transit**

The CMIP recommends investing \$125 million in improving bus service, first-last mile connections, transit user experience, and transit-related safety improvements in the LB-ELA Corridor. Thirty-one million is recommended as seed funding to plan, prioritize, develop, and implement bus priority

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treatments on eight key multi-jurisdictional transit corridors: Atlantic Boulevard, Florence Avenue, Long Beach Boulevard, Slauson Avenue, Whittier Boulevard, Olympic Boulevard, Gage Boulevard, and Firestone Boulevard. Nineteen million is recommended to leverage funding for targeted investments in bus stop-related infrastructure in communities of high need, including shelters, curb improvements, ADA access, safer crosswalks, signage, technology, and other needs.

Through this Transit program, the CMIP will seek to improve transit access and service in the LB-ELA Corridor by focusing on seamless, integrated, equity-focused, safety-supporting, and customer experience-enhancing investments.

### **Active Transportation**

The CMIP recommends the investment of \$100 million to advance priority active transportation programs that fill gaps, connect transportation systems through first/last mile connections, priority for protected (Class IV) bike paths, and developing projects in communities without active transportation investment to connect them into the larger system. Project priorities include A Line First/Last Mile Plan Improvements, Rail to River Active Transportation Corridor Segment B, regionally significant bike projects from the Metro Active Transportation Plan, and the Southeast Gateway LRT Bike & Pedestrian Trail.

### **Community Programs**

The LB-ELA CMIP includes 15 Community Programs identified and prioritized by community members, the CLC, and the Task Force to complement transportation investments and improve the quality of life for residents in the LB-ELA Corridor. This recommendation serves as a hallmark of the CMIP's focus on equity as a Guiding Principle that informed the Investment Plan's process, influenced its outcome, and served as a focused approach to achieving the Goals of the CMIP.

These 15 Community Programs (Attachment G, Slide 6) address important community quality-of-life issues that are not all directly eligible for the use of Measure R and M funds programmed in the CMIP. To support the LB-ELA Corridor communities, the CMIP recommends investing \$40 million as frontloaded catalyst funding to develop and support the 15 Community Programs by organizing three working groups (as described in Chapter 9 of the CMIP) that will convene stakeholders and relevant expertise, develop and evaluate projects and programs, identify appropriate local, state, and federal funding sources, and support the implementation of these projects and programs in a manner consistent with the Vision, Goals, and Guiding Principles of the CMIP. Projects and programs that create an appropriate transportation nexus will be considered in the relevant modal program.

The three working groups will connect related Community Programs by topic area: Air Quality/Public Health/Environment, Housing Stabilization/Land Use, and Job Creation/Work Opportunities. These groups are open to the Task Force, CLC, community members, representatives from agencies and stakeholder groups with relevant expertise and standing in each respective field.

### **Modal Programs**

In addition to identifying projects and programs for initial funding, the Investment Plan also looks to

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the future of the LB-ELA Corridor by planning, developing, identifying, and refining projects, programs, and strategic initiatives that will advance the Corridor's Vision, Goals, and Guiding Principles into future years. Modal Programs will allow the Investment Plan to be a flexible, dynamic, living document that addresses future priorities and needs as they evolve. These programs will be developed by Modal Working Groups that will convene Task Force, CLC, community, and stakeholder participants to work through and define future priorities for CMIP or external funding (see Chapter 9).

Several cities and communities, particularly those without implementation-ready projects for investment consideration, also need technical assistance to support this work in their respective communities and ensure equitable investments throughout the Corridor. Modal Programs will serve as the mechanism by which these ongoing planning and development activities lead to implementation following the adoption of the Investment Plan.

The Investment Plan features five Modal Programs, in addition to the Community Programs, including active transportation, arterial roadways/complete streets, freeway safety and interchange improvements, goods movement, and transit. Metro, its community partners, and relevant stakeholders will need to collaborate to advance the projects in the Modal Programs toward their implementation, furthering the goals of the Investment Plan. Investment Plan elements that will be included in Modal Programs include the following:

- Near-term Tier 1 projects not selected for immediate funding;
- Longer-term Tier 1 projects that require additional development to become implementation-ready;
- Tier 2 projects that will need additional development and refinement to become more aligned with the Investment Plan Vision, Goals, and Guiding Principles to be considered for implementation in the future;
- Equitable project planning to identify equity gaps, provide technical assistance for lower-resourced communities, and develop projects for future implementation; and
- Pilot programs, strategic initiatives, and planning studies.

The Investment Plan will reserve funding in each Modal Program to carry out these planning and development activities and implement certain projects that develop from these activities. This includes some projects that were ranked highly in the evaluation process but were identified as not being ready for initial funding under the plan. In addition, the Modal Program funding may be used to advance other partially funded projects with a slight funding gap or those put forward by Metro and partners for grant applications that did not receive external funding.

### **Technical Assistance: The START-UP Fund**

One of the equity-related concerns raised by stakeholders is the fact that for communities with lower resources or a lack of available technical expertise to proactively address historical inequities and cumulative impacts, developing a pipeline of projects to be considered for grant programs is more

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difficult than it is for other, better-resourced communities in the LB-ELA Corridor and LA County.

To address this equity issue, the CMIP includes the START-UP (Strategic Technical Assistance for Reparative Transportation Uplifting People) Fund to support communities with the highest needs relative to their technical resources and capacity to develop and implement transportation projects. The START-UP Fund is envisioned in the CMIP as a targeted technical assistance program that will utilize equity criteria, such as the need for repairing past harms as identified by the concentration of Equity Focus Communities, to identify transportation planning gaps and support the ongoing commitment to centering community needs in developing additional transformative projects in the Corridor.

The creation of the START-UP Fund is a direct outcome of the Equity Guiding Principle that guided the development of the CMIP and reflects community input received from the CLC and Task Force members. Recognizing that one of the equity outcomes for the Investment Plan is to help communities left behind in transportation planning and project development a chance to catch up, the START-UP Fund provides those communities a source of reparative investment to be competitive for future investment opportunities. The CMIP features the START-UP Fund in Chapter 8, Section 6 (8.6) and recommends investing \$40 million in the program.

#### Alignment with the California State Transportation Agency's Core Four Priorities

The California State Transportation Agency (CalSTA) has adopted Safety, Equity, Climate Action, and Economic Prosperity as its four principles-the Core Four priorities-that guide the agency in delivering the services, programs, and support every Californian needs to succeed and thrive. The Core Four priorities speak to the complexity of needs, burdens, and challenges found in California and drive innovative, comprehensive, and aligned planning, policy, and funding recommendations to address, advance, and enhance these four priority policy areas.

Nowhere in California is the need for the Core Four priorities more evident than in the LB-ELA Corridor. It is no coincidence that the Core Four priorities are reflected in the funding recommendations (Attachment B) for the LB-ELA CMIP as the Vision, Goals, and Guiding Principles for the Corridor elevate the Goals of Safety, Environment, Air Quality, and Economic Prosperity and the Guiding Principle of Equity (Attachment G, Slide 5).

The CMIP's alignment with and advancement of the Core Four priorities positions the Investment Plan and its projects in an advantageous position to receive state support and compete for state discretionary grant funding (Attachment H).

#### Alternative 5C "No Build" Process and Environmental Review of CMIP Projects

The I-710 South Corridor Project Final Environmental Impact Report/Environmental Impact Statement now carries forward the "No Build" preferred alternative of No-Action approved by the Board. The Final Environmental Document is expected to be signed by Caltrans District 7 in mid-2024

The Board decision to replace Alternative 5C with Alternative 1 ("No Build") as the LPA for the I-710

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South Corridor Project also means that the projects identified for development and funding in the LB-ELA CMIP will need to complete the appropriate environmental review process (CEQA/NEPA) independent of the I-710 South Corridor “No Build” Project. Staff will report back on the progress of CMIP Projects and request Board approval before implementation to ensure alignment with the values of the CMIP.

#### Contrast with Alternative 5C: No Widening and No Displacement

The now defunct Alternative 5C featured the widening of I-710 to accommodate 26 new miles of general-purpose and truck lanes and re-designed freeway-to-freeway interchanges at the expense of over hundreds of residents displaced, Metro is pleased to affirm that the LB-ELA CMIP does not recommend for funding or prioritization any projects or programs that widen the freeway or have any known residential displacement impacts.

In response to Board policy parameters-and consistent community input-staff eliminated from consideration for CMIP evaluation, prioritization, or funding projects that would widen the freeway right-of-way, add new general-purpose or high-occupancy lanes, or likely cause residential displacements. Metro remains committed to ensuring these Board policies remain intact through the implementation of the Investment Plan.

#### CMIP: Community-centered Multimodal Integrated Planning

The CMIP was developed centering the engagement of communities that have been historically harmed and disproportionately impacted by policy decisions and infrastructure impacts associated with the construction and operation of I-710 as the nation’s most significant freight corridor. The CMIP community engagement process included dozens of in-person and virtual public forums that were conducted in multiple languages (Spanish, Tagalog, Khmer) with real-time translation. Food was provided at in-person meetings and CLC members were paid for their participation in accordance with Metro’s Advisory Body Compensation Policy. Public comment was solicited at all meetings at every stage of the process, with some opportunities for deeper community conversations, in alignment with the Board’s direction to re-engage impacted communities in an innovative and comprehensive approach.

Importantly, the CMIP does not recommend investing in projects or programs that widen I-710, add additional general-purpose travel lanes on I-710, or are known to cause residential displacement along I-710. This outcome reflects community input received during the CMIP process, aligns with the Corridor’s Vision, Goals, and Guiding Principles, advances Board policy, and supports state and federal guidance for freeway investment.

#### The CMIP as a Qualifying CMCP

A potential funding source for projects identified in the CMIP is the Solutions for Congested Corridors Program (SCCP), administered by the CTC. The SCCP provides grant funding to construct improvements and multimodal alternatives to the state’s highly traveled, highly congested corridors.



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The CMIP was developed to qualify the I-710/LB-ELA Corridor for SCCP funding. The CMIP meets and exceeds the Streets and Highways Code's statutory requirements for a qualifying CMCP, making all projects identified within the Investment Plan eligible for consideration under the SCCP guidelines.

Approval of the CMIP serves as a qualifying Comprehensive Multimodal Corridor Plan (CMCP), a requirement for pursuing SCCP Cycle 4 funds (and potentially other discretionary grant programs) anticipated in early Summer of 2024 to support successful implementation of critical corridor improvements.

### **DETERMINATION OF SAFETY IMPACT**

. The Investment Plan was built to address several important goals, including safety for all users of the Corridor's transportation system, and evaluated projects across several safety-focused metrics to support the Task Force's prioritization of projects and programs for Board consideration.

### **FINANCIAL IMPACT**

The LB-ELA CMIP is a strategic plan that identifies priority projects and programs to invest Measure R and M funding dedicated to the I-710/LB-ELA Corridor. Adoption of the LB-ELA CMIP and its recommendations would allow the agency to program and allocate the \$743 million for this project in future years and leverage those funds by an estimated additional \$3.2 billion to support Metro's transportation priorities in the LB-ELA Corridor.

#### **Impact to Budget**

The Measure R and M fund sources identified are not eligible for bus and rail operations.

### **EQUITY PLATFORM**

The LB-ELA CMIP is in many ways an early opportunity for Metro to put Equity in Action by developing a major, comprehensive multimodal corridor planning effort in which to establish principles of the Equity Platform, pilot the Equity Planning Evaluation Tool (EPET), create a Guiding Principle of Equity and a compatible Vision and Goals), and develop and operate a Community Leadership Committee to ground-truth policy and funding recommendations with residents living adjacent to and impacted by I-710 daily. By doing so the CMIP offered Metro an unprecedented opportunity to center investment on communities and focus on equitable outcomes, as exemplified by the START-UP Fund and Community Programs Catalyst Fund.

Several of Metro's equity tools were used throughout the development of the CMIP to further demonstrate and actualize equity commitments:

- The Advisory Body Compensation Policy created the conditions for the sustained participation of 28 members in the CLC over the past two-plus years. These members have been paid a total of \$143,850 through March 30, 2024.
- The Community Based Organization Partnering Strategy bolstered engagement at critical

- public outreach phases (Attachment I).
- The Equity Planning and Evaluation Tool (Attachment J), piloted in this process and integrated into the Equity Working Group proceedings, served as a guiding tool for the process, particularly in the consideration of equity in existing conditions analysis, evaluation criteria and methodologies, and connection of project outcomes to community results.

With Board approval of the CMIP, staff will continue to engage stakeholders in the implementation of the Investment Plan through the Community Program Working Groups, Modal Working Groups, and ongoing public outreach.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Development of the multimodal, multiyear LB-ELA Investment Plan is a product of collaboration among the LB-ELA Corridor communities impacted residents, Caltrans District 7, the Gateway Cities Council of Governments, and stakeholders through Task Force meetings, attendant committees, and public outreach forums. The process and the outcome of the Task Force implemented three key Metro Vision 2028 Strategic Plan Goals:

Goal 1: Provide high-quality mobility options that enable people to spend less time traveling

Goal 3: Enhance communities and lives through mobility and access to opportunity

Goal 4: Transform LA County through regional collaboration and national leadership

## **ALTERNATIVES CONSIDERED**

The Board could elect not to approve the Final LB-ELA CMIP. Staff does not recommend this action as adoption of the CMIP will allow staff to invest \$743 million in remaining Measure R and M funds for the 710/LB-ELA Corridor in an array of multimodal projects and programs aligned with Board direction and policy.

The Board could also elect to modify the recommendations presented. Staff does not recommend this action as the entire package of projects and programs recommended through the CMIP process was carefully calibrated to gain consensus from local communities and corridor stakeholders as a meaningful multimodal approach to investment in the LB-ELA Corridor.

## **NEXT STEPS**

Upon approval of the LB-ELA CMIP, staff will coordinate with communities, stakeholders, and sponsor agencies to convene Working Groups to advance the projects and programs prioritized for funding, including community programs, and determine project leads and next steps.

Staff will bring timely recommendations for funding approval to support the development or implementation of CMIP projects and programs.


Staff will convene follow-up meetings with the Task Force and CLC every six months to provide an update on implementing the LB-ELA CMIP.

## **ATTACHMENTS**

Attachment A - Long Beach-East Los Angeles Corridor Mobility Investment Plan  
Attachment B - LB-ELA CMIP Funding Recommendations  
Attachment C - Public Review Comment Log  
Attachment D - Summary of Grants Awarded to LB-ELA Corridor since September 2021  
Attachment E - Summary of Health Considerations in the CMIP Evaluation Process  
Attachment F - October 2021 Motion by Directors Hahn and Dutra  
Attachment G - PowerPoint slide deck  
Attachment H - CMIP Alignment with CalSTA's Core Four Priorities  
Attachment I - Community Based Organization Partnering Strategy  
Attachment J - Equity Planning and Evaluation Tool  
Attachment K - Letters of Support for the LB-ELA CMIP

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Stephanie N. Wiggins  
Chief Executive Officer

## **ATTACHMENT A**

### **Long Beach-East Los Angeles Corridor Mobility Investment Plan**

**Document Available Online at:**

**[https://libraryarchives.metro.net/DB\\_Attachments/Attachment%20A%20-%20Long%20Beach-East%20LA%20Corridor%20Mobility%20Investment%20Plan.pdf](https://libraryarchives.metro.net/DB_Attachments/Attachment%20A%20-%20Long%20Beach-East%20LA%20Corridor%20Mobility%20Investment%20Plan.pdf)**

# ATTACHMENT B

## Long Beach-East LA Corridor Mobility Investment Plan Funding Recommendations

**Table 1: Funding Allocation by Mode**

<b>Funding Recommendation</b>	<b>Funding Allocation By Mode (\$M)</b>	<b>% of Total</b>	<b>Estimated Total with Leveraging (\$M)</b>
Active Transportation	\$100.00	13%	\$195.00
Arterial Roadway / Complete Streets	\$188.00	25%	\$1,767.00
Freeway Safety and Interchange Improvements	\$210.00	28%	\$894.00
Goods Movement	\$80.00	11%	\$332.00
Transit	\$125.00	17%	\$477.00
Community Programs	\$40.00	5%	\$340.00
Total Programmed	\$743.00	100%	\$4,005.00

**Table 2: Funding Allocation by Category**

	<b>Initial Investment</b>	<b>Modal Program Investment</b>		<b>Investment Total (\$M)</b>
<b>Mode</b>	<b>Initial Investment Total (\$M)</b>	<b>START-UP (Tech Assistance (\$M))</b>	<b>Modal Program Total (\$M)*</b>	
Active Transportation	<b>\$44.33</b>	\$11.50	<b>\$55.67</b>	<b>\$100.00</b>
Arterial Roadway / Complete Streets	<b>\$115.85</b>	\$14.50	<b>\$72.15</b>	<b>\$188.00</b>
Freeway Safety and Interchange Improvements	<b>\$170.60</b>	\$0.00	<b>\$39.40</b>	<b>\$210.00</b>
Goods Movement	<b>\$62.00</b>	\$0.00	<b>\$18.00</b>	<b>\$80.00</b>
Transit	<b>\$57.08</b>	\$14.0	<b>\$67.93</b>	<b>\$125.00</b>
Community Programs	<b>\$40.00</b>	\$0.00	<b>\$0.00</b>	<b>\$40.00</b>
Total Programmed	<b>\$496.85</b>	\$40.0	<b>\$246.35</b>	<b>\$743.00</b>

\*Includes START-UP amount

**Table 3: Initial Recommendations**

<b>Project ID</b>	<b>Name</b>	<b>Total Cost / Leveraged Target (\$M)</b>	<b>Investment Plan (\$M)</b>
LB-ELA_0203	Bus Stop Improvement Projects/Programs	\$38.00	\$19.00
Various (8 corridors)**	LB-ELA Corridor Bus Transit Priority Program	\$461.50	\$31.08
LB-ELA_0060	Complete Street Corridor: Alondra Blvd	\$45.00	\$9.00
LB-ELA_0057	Complete Street Corridor: Atlantic Blvd	\$457.22	\$68.58
LB-ELA_0058	Complete Street Corridor: Florence Ave	\$124.46	\$24.89
LB-ELA_0062	Complete Street Corridor: Long Beach Blvd	\$1.5*	\$0.75
LB-ELA_0061	Complete Street Corridor: Slauson Ave	\$18.00	\$3.60
LB-ELA_0165	Compton Creek Bike Underpasses	\$1.0*	\$0.50
LB-ELA_0168	Compton Transit Management Ops. Center Enhancements	\$27.00	\$2.00
LB-ELA_0217	Freight Rail Electrification Pilot Project	\$50.00	\$10.00
LB-ELA_0151	Goods Movement Freight Rail Study	\$10.00	\$2.00
LB-ELA_0139	Humphreys Avenue Pedestrian/Bike Overcrossing	\$24.28	\$8.96
LB-ELA_0181	I-710 Freeway Lids, Caps & Widened Bridge Decks	\$15.00	\$5.00
Various (14 projects)**	I-710 MOSAIC Program (Interstate 710 Multimodal, Operational, Safety, and Access Improvements for the Community)	\$612.00	\$153.60
LB-ELA_0157	I-710 Particulate Matter (PM) Reduction Pilot Project	\$10.00	\$2.00
NA - New	I-710 Planning Study: Reconnecting the Long Beach-East LA Corridor Communities	\$2.50	\$2.50
LB-ELA_0156	I-710 Traffic Controls at Freeway Ramps	\$50.00	\$10.00
LB-ELA_0008	Metro A Line First/Last Mile Improvements	\$12.30	\$9.76
LB-ELA_0175	Metro A Line: Quad Safety Gates at all A Line Crossings	\$10.00	\$5.00
LB-ELA_0006	Rail to River Active Transportation Corridor, Segment B	\$6.30	\$3.15
LB-ELA_0017	Regionally Significant Bike Projects	\$41.44	\$15.65
LB-ELA_0010	Shoemaker Bridge/Shoreline Drive	\$832.62	\$9.03
LB-ELA_0111	Southeast Gateway Line Bike and Pedestrian Trail	\$17.00	\$3.80
LB-ELA_0004	Zero Emission Truck (ZET) Program	\$200.00	\$50.00
<b>Various (15 Programs)**</b>	<b>Community Programs Identified in the Corridor Plan</b>	<b>\$340.00</b>	<b>\$40.00</b>

Red text indicates changes from draft CMIP release

\*Project cost for estimate for planning study only

\*\*See below for list of specific projects and programs

**LB-ELA Corridor Bus Transit Priority Program:**

- LB-ELA\_0178 Metro Bus Priority Lane Corridor along Line 18 (Whittier Blvd.)
- LB-ELA\_0141 Metro Bus Priority Lane Corridor along Line 60 (Long Beach Blvd.)
- LB-ELA\_0144 Metro Bus Priority Lane Corridor along Line 111 (Florence)
- LB-ELA\_0146 Metro Bus Priority Lane Corridor along Line 260 (Atlantic Blvd.)
- LB-ELA\_0143 Metro Bus Priority Lane Corridor along Line 110 (Gage)
- LB-ELA\_0145 Metro Bus Priority Lane Corridor along Line 115 (Firestone)
- LB-ELA\_0179 Metro Bus Priority Lane Corridor along Line 66 (Olympic Blvd.)
- LB-ELA\_0142 Metro Bus Priority Lane Corridor along Line 108 (Slauson)

**I-710 MOSAIC Program (Interstate 710 Multimodal, Operational, Safety, and Access Improvements for the Community):**

- LB-ELA\_0028 I-710/Willow Interchange Improvements
- LB-ELA\_0029 I-710/Del Amo Interchange Improvements
- LB-ELA\_0030 I-710/Long Beach Blvd. Interchange Improvements
- LB-ELA\_0031 I-710/Alondra Interchange Improvements & Modification of SB I-710 to SR-91 Connectors
- LB-ELA\_0032 I-710/Imperial Interchange Improvements
- LB-ELA\_0033 I-710/Firestone Interchange Improvements
- LB-ELA\_0034 I-710/Florence Interchange Improvements
- LB-ELA\_0035 I-710 Auxiliary Lanes (Willow to Wardlow)
- LB-ELA\_0036 I-710 / I-405 Connector Project Improvements
- LB-ELA\_0037 I-710/I-105 Connector Project Improvements
- LB-ELA\_0038 I-710 Auxiliary Lanes (Del Amo Boulevard to Long Beach Boulevard)
- LB-ELA\_0091 I-710/Anaheim Interchange Improvement
- LB-ELA\_0092 I-710/PCH Interchange Improvement
- LB-ELA\_0093 I-710/Wardlow Interchange Improvement

**Community Programs Identified in the Corridor Plan:**

- LB-ELA\_0009 Southeast Gateway TOD Strategic Implementation Plan and Program
- LB-ELA\_0133 LB-ELA Corridor Community Health Benefit Program
- LB-ELA\_0134 LB-ELA Corridor Energy Reduction / Greenhouse Gas Emissions Reduction Program
- LB-ELA\_0135 Housing Stabilization Policies
- LB-ELA\_0186 Economic Stabilization Policies
- LB-ELA\_0187 LB-ELA Corridor “Urban Greening” Initiative
- LB-ELA\_0190 Public Art / Aesthetics
- LB-ELA\_0191 Zero Emission Infrastructure for Autos
- LB-ELA\_0192 Bus Electrification Projects
- LB-ELA\_0193 Transit Oriented Communities /Land Use
- LB-ELA\_0194 Homeless Programs
- LB-ELA\_0195 Targeted Hire Programs
- LB-ELA\_0196 Employment/Recruitment Initiatives
- LB-ELA\_0197 Vocational Educational Programs
- LB-ELA\_0218 Air Quality Monitoring Stations

## **Long Beach-East Los Angeles Corridor Mobility Investment Plan**

### **Log of Comments**

The Log of Comments represents comments that were received by members of the public, the Community Leadership Committee, the Task Force, and other stakeholders during the public review period that took place between January 31, 2024, and April 1, 2024.

The Log of Comments can be found at the following URL:

[http://libraryarchives.metro.net/DB\\_Attachments/Attachment%20C%20-%20Public%20Review%20Comment%20Log.pdf](http://libraryarchives.metro.net/DB_Attachments/Attachment%20C%20-%20Public%20Review%20Comment%20Log.pdf)



### Grants Awarded to LB-ELA Corridor Projects since September 2021

Sponsor Agency	Project Name	Funding Amount Received	Grant Program	Mode
United States Department of Transportation	I-710 Humphreys Avenue Crossing for Pedestrians/Bicyclists (PIPO)	\$10.0 million	Reconnecting Communities and Neighborhoods and Neighborhood Access and Equity Programs	Active Transportation
United States Department of Transportation	Reconnecting East LA: State Route 60 Green Bridge Project for Belvedere Park	\$0.8 million	Reconnecting Communities and Neighborhoods and Neighborhood Access and Equity Programs	Active Transportation
United States Department of Transportation	Pedestrian Bridge over two freight tracks in the Port of Los Angeles	\$5.0 million	Reconnecting Communities and Neighborhoods and Neighborhood Access and Equity Programs	Active Transportation
United States Department of Transportation	Hamilton Loop Project @ SR-91	\$1.2 million	Reconnecting Communities and Neighborhoods and Neighborhood Access and Equity Programs	Active Transportation / Community Program
United States Department of Transportation	Removing Barriers and Creating Legacy- A Multimodal Approach for LA County (Florence Ave. Bus / Willow Mobility Hub & Open Streets / Del Amo & Avalon Blvd FLM)	\$40+ million for LB-ELA Communities	Reconnecting Communities and Neighborhoods and Neighborhood Access and Equity Programs	Transit / Active Transportation

## Grants Awarded to LB-ELA Corridor Projects since September 2021

United States Department of Transportation	West Shoreline Drive	\$30 million	USDOT Reconnecting Communities Pilot program	Arterial Roadway / Community Program
United States Department of Transportation, Maritime Administration (MARAD)	Middle Harbor Zero Emission Conversion Project	\$30.14 million	USDOT / Maritime Administration (MARAD) Port Infrastructure Development Program	Goods Movement
State of California	Bell Gardens Complete Streets Project Phase 2	\$3.0 million	Active Transportation Program	Active Transportation
State of California	Slauson Avenue Corridor & Citywide Pedestrian, Bike, Transit Improvements	\$2.1 million	Active Transportation Program	Active Transportation
State of California	Mid-City Bicycle and Pedestrian Connections	\$8.8 million	Active Transportation Program	Active Transportation

### Grants Awarded to LB-ELA Corridor Projects since September 2021

State of California	Wilmington Safe Streets: A People-First Approach	\$32.3 million	Active Transportation Program	Active Transportation
State of California	Metro A Line Connections for Unincorporated Los Angeles County	\$9.9 million	Active Transportation Program	Active Transportation
California Transportation Commission	Metro I-710 Integrated Corridor Management (ICM) Project (Metro PIPO project)	\$27.84 million	SB 1 Trade Corridor Enhancement Program	Freeway
California Transportation Commission	Port of LA Maritime Support Facility Access — Terminal Island Project	\$14.936 million	SB 1 Trade Corridor Enhancement Program	Goods Movement
California Transportation Commission	Port of LB Pier B Early Rail Project	\$70.442 million	SB 1 Trade Corridor Enhancement Program	Goods Movement

### Grants Awarded to LB-ELA Corridor Projects since September 2021

California Transportation Commission	Southeast LA Transit Improvements Project (PIPO)	\$14.50 million	SB 1 Local Partnership Program – Competitive	Transit
California Transportation Agency	Commerce Flyover Project	\$12.00 million	Port and Freight Infrastructure Program	Goods Movement
California Transportation Agency	Hobart/Commerce IMF Leads Project	\$15.00 million	Port and Freight Infrastructure Program	Goods Movement
California Transportation Agency	Port of LA SR-47/Seaside Ave/Navy Way Project	\$41.79 million	Port and Freight Infrastructure Program	Goods Movement
California Transportation Agency	Port of LA Rail Mainline Bridge	\$42.08 million	Port and Freight Infrastructure Program	Goods Movement

### Grants Awarded to LB-ELA Corridor Projects since September 2021

California Transportation Agency	AQMD's Freight Air Quality Solutions (FAQS)	\$76.25 million	Port and Freight Infrastructure Program	Goods Movement
California Transportation Agency	Port of LA Maritime Support Facility Project	\$149.33 million	Port and Freight Infrastructure Program	Goods Movement
California Transportation Agency	Port of LB System-Wide Investment in Freight Transport (SWIFT) Program	\$383.35 million	Port and Freight Infrastructure Program	Goods Movement
California Transportation Commission	13 projects; Projects in Carson (2), Cudahy, Downey, Huntington Park (PIPO), Los Angeles, Los Angeles County unincorporated, Maywood, Paramount, Signal Hill, and South Gate (2)	\$74.535 million	State Active Transportation Program—MPO	Active Transportation
<b>TOTAL</b>		<b>\$1.095 billion</b>		

## Summary of Health Considerations in LB-ELA Corridor Plan Evaluation Criteria

### Context

Communities within the Long Beach-East Los Angeles (LB-ELA) Corridor face significant health disparities (such as high asthma and cardiovascular disease rates) and experience disproportionate pollution burdens (such as PM2.5 and Diesel PM emissions) compared with other communities in Los Angeles County, as was documented through health and environmental justice screening tools such as CalEnviroScreen, CA Healthy Places Index, the Center for Disease Control and Prevention (CDC) Environmental Justice Index Explorer, and a number of studies related to vehicular pollution and health outcomes surrounding the I-710 freeway and throughout the region.<sup>1,2,3,4</sup> In addition to the high overall health burdens facing the LB-ELA Corridor relative to the County and State as a whole, health burdens within the corridor disproportionately impact people of color and low-income populations.

These health disparities have been consistently elevated by Task Force, Working Group, Community Leadership Committee (CLC), and community members throughout the Task Force’s planning process, and have guided staff’s technical work in conducting existing conditions research and developing the Initial List of Projects and Programs and Evaluation Criteria. While health criteria have been discussed and incorporated in the context of every goal, “health” is mentioned by name specifically within the Task Force’s *Community* goal and *Sustainability* guiding principle as follows:

**Community:** *“Support thriving communities by enhancing the health and quality of life of residents.”*

**Sustainability:** *“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. A commitment to sustainability to satisfy and improve basic social, health, and economic needs/conditions, both present and future, and the responsible use and stewardship of the environment, all while maintaining or improving the well-being of the environment on which life depends.”*

In developing the evaluation criteria, staff carefully considered the most effective way to evaluate Project Outcomes that would support the Task Force’s desired Community Results as identified in the Vision, Goals, and Guiding Principles. A **Community Result**, as defined in Metro’s Pilot Equity Planning and Evaluation Tool (EPET), is “the community level condition of well-being we would like to achieve. It lacks disparities based on race, income, ability, or other social demographic.” A **Project Outcome** is “a clearly defined future state of being at the program, local, or agency level resulting from the proposed action that ultimately supports the community result.

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<sup>1</sup> [HIA-I710-Air-Quality-Plan.pdf \(humanimpact.org\)](https://www.humanimpact.org/HIA-I710-Air-Quality-Plan.pdf)

<sup>2</sup> [Community Health in the I-710 Corridor – Neighborhood Data for Social Change \(myneighborhooddata.org\)](https://myneighborhooddata.org/Community-Health-in-the-I-710-Corridor-Neighborhood-Data-for-Social-Change)

<sup>3</sup> [PSR-20-19 Boeing Final-report.pdf \(metrans.org\)](https://www.metrotrans.org/PSR-20-19-Boeing-Final-report.pdf)

<sup>4</sup> [Improving Environmental Justice and Mobility in Southeast Los Angeles \(metrans.org\)](https://www.metrotrans.org/Improving-Environmental-Justice-and-Mobility-in-Southeast-Los-Angeles)

## Literature and Research

The CDC and World Health Organization (WHO) recommend the Social Determinants of Health Framework as an approach to understand public health holistically. They recognize that many overlapping factors (including genetics, behavior, environmental and physical influences, medical care and social factors) contribute to community health outcomes.<sup>5</sup> It is therefore challenging to quantify, for instance, how a transportation project, or group of projects (as in the case of those being evaluated as part of the investment plan), will directly improve or worsen these outcomes, such as rates of asthma or cardiovascular disease.

The Government Alliance on Race and Equity (GARE) developed a Results Based Accountability framework to support “thinking and taking action that communities and government can use to achieve meaningful improvements, eliminate racial inequities and lift up outcomes for all”<sup>6</sup>. They emphasize the need to clearly delineate between desired end conditions (Community Results) and direct achievements through an action (Project Outcomes). The EPET’s distinction between Community Results and Project Outcomes is based on this guidance.

The [CDC Recommendations for Improving Health through Transportation Policy](#) highlight health-related objectives that can be achieved through transportation policy and design (Project Outcomes), based in research that ties these objectives to public health outcomes (Community Results). According to the CDC, transportation policy has the opportunity to:

- Reduce injuries associated with motor vehicle crashes
- Encourage healthy community design
- Promote safe and convenient opportunities for physical activity by supporting active transportation infrastructure
- Reduce human exposure to air pollution and adverse health impacts associated with these pollutants
- Ensure that all people have access to safe, healthy, convenient, and affordable transportation<sup>7</sup>

The US Department of Transportation (US DOT) provides [Literature and Resources](#) detailing the connections between transportation and public health through these five primary pathways:

- Active transportation — Transportation agencies and their partners can help people lead more active lifestyles by giving them options for getting to places they need to go without driving. They can also reduce the distance between destinations people travel to satisfy daily needs.
- Safety — Motor vehicle crashes are one of the leading causes of death in the United States. By providing transportation options and improving roadway facilities, transportation agencies can reduce the incidence of motor vehicle crashes.

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<sup>5</sup> [Social Determinants of Health at CDC | About | CDC](#)

<sup>6</sup> [Racial Equity Action Plans - A How to Manual \(ca.gov\)](#)

<sup>7</sup> [CDC - CDC Transportation Recommendations](#)

- Cleaner air — Air pollution has been linked with heart disease and respiratory illnesses, including asthma. Improving transportation system efficiency and supporting cleaner vehicles and fuels can improve air quality.
- Connectivity — Providing a well-connected, multi-modal transportation network increases people’s ability to access destinations that can influence their health and well-being, such as jobs, health care services, and parks.
- Equity — Negative health effects related to the transportation system often fall hardest on more vulnerable members of the community, such as low-income residents, communities of color, children, and older adults.<sup>8</sup>

Given existing disparities and associated concerns around air quality and pollution-related health impacts with the LB-ELA corridor, staff also consulted recent research from the South Coast Air Quality Management District (SCAQMD) to develop evaluation criteria and performance metrics to measure primary health impact pollutants.

[SCAQMD’s 2021 MATES V report](#) identifies Diesel Particulate Matter (DPM) as the lead evaluation indicator for air toxic impacts, stating: “While there has been substantial improvement in air quality regarding air toxics emissions and exposures, the health risks continue to be high, especially near sources of toxic emissions such as the ports and transportation corridors. Diesel PM, while also substantially reduced from past MATES, continues to dominate the overall cancer risk from air toxics.” (2021 MATES V Final Report)<sup>9</sup>

[SCAQMD’s 2022 AQMP Appendix I](#) identifies Particulate Matter 2.5 (PM2.5) as the lead evaluation indicator for criteria pollutant mortality and sickness (including asthma) impacts, stating: “Several studies have found correlations between elevated ambient particulate matter levels and an increase in mortality rates, respiratory infections, number and severity of asthma attacks, COPD exacerbation, combined respiratory-diseases and number of hospital admissions in different parts of the United States and in various areas around the world. Higher levels of PM2.5 have also been related to increased mortality due to cardiovascular or respiratory diseases, hospital admissions for acute respiratory conditions, school absences, lost workdays, a decrease in respiratory function in children, and increased medication use in children and adults with asthma.”<sup>10</sup> The LB-ELA corridor area is also a non-attainment area for PM2.5. Mobile sources are major sources of direct PM2.5 emissions (exhaust, as well as brake/tire wear and entrained road dust).

Together, the literature and research discussed above informed the development of health-related criteria for the LB-ELA Corridor Investment Plan evaluation, including the identification of a broad range of social, economic, and environmental factors that are known to improve community health; and using specific indicators known to measure changes in air quality, which is directly tied to cardiovascular and respiratory disease.

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<sup>8</sup> [Literature and Resources | US Department of Transportation](#)

<sup>9</sup> <http://www.aqmd.gov/docs/default-source/planning/mates-v/mates-v-final-report-9-24-21.pdf?sfvrsn=6>

<sup>10</sup> <http://www.aqmd.gov/docs/default-source/clean-air-plans/air-quality-management-plans/2022-air-quality-management-plan/final-2022-aqmp/appendix-i.pdf?sfvrsn=6>



## Health-Related Evaluation Criteria Approach

The evaluation criteria are primarily categorized under the Task Force's identified Goals and Guiding Principles. However, criteria related to each goal also relate to one or more of the following health-related project outcomes ("Project Health Outcomes"), which contribute to a variety of health-related community results as discussed in literature from the CDC, U.S. DOT, and SCAQMD (see Figure 1).

- 1) Exposure to Health Impact Pollutants
- 2) Conditions for Physical Activity
- 3) Conditions for Roadway Safety
- 4) Exposure to Extreme Heat
- 5) Access to Healthcare, Healthy Food, & Opportunities

### Summary of Health-Related Evaluation Criteria

Below is a summary health-related evaluation criteria, organized by categories based on the LB-ELA Corridor Investment Plan adopted Goals (air quality, community benefits, mobility, safety, environment, opportunity and prosperity) and Guiding Principles (equity and sustainability).

#### Air Quality Benefits

*See CH1, CH2 - Health-related emissions and exposure criteria are listed under 'Community Benefits (includes Health)' to account for distinction between primary regional non-attainment pollutants (AQ1) and primary health impact pollutants (CH1).*

#### Community Benefits (includes health)

CH1: Reduce Emissions (Health Effects metrics: Diesel Particulate Matter, PM2.5)

CH2: Reduce exposure at receptors (HVAC/HEPA, near-roadway vegetation)

CH3: Mode Shift to active transportation, transit

CH5: Bike/Ped Access to parks, recreational areas, or open spaces

#### Mobility Benefits

*See CH3, CH5 - Health-related mobility criteria are included under Community Benefits to account for distinction between overall mobility conditions and conditions for health-supportive travel modes.*

#### Safety Benefits

SF1: Protections for Bike / Users (bike class)

SF2: Traffic Protections (bike/ped)

SF4: Includes Safety Features

SF6: Traffic Calming Features

#### Environment Benefits

EN6: Reduce Heat Island Effect; Provide Cooling Features for Users

#### Opportunity/Prosperity Benefits

OP1: Access to jobs

OP4: Work Force Development

OP5: Potential Targeted Hire, New Construction Jobs

OP6: Access to Quality of Life amenities (grocery stores, healthcare services, schools)

OP7: Access to open space, recreation and parks, LA river, etc.

### Equity Benefits

*See associated criteria from Goal categories*

### Sustainability Benefits

SA1: Reduces reliance on polluting and energy-intensive modes of travel and goods movement

SA2: Promotes physical activity and health through active transportation and recreation

SA3: Improves climate resilience through mitigation of flooding and extreme heat impacts

SA4: Supports job creation in, and workforce transitions to green technology and infrastructure sectors

SA5: Improves cargo efficiencies to minimize trip volumes and emissions from goods movement activity

### Project Concerns

CON4: Potential for Traffic Diversion / Emission Shifting

CON5: Potential for New Hot Spots (Congestion, AQ, Ped/Bike Safety)

CON7: Potential for VMT Increases

## Consideration of Health Impact Assessments

Health Impact Assessments (HIAs) are sometimes used by planning agencies to conduct a more precise evaluation of health impacts from projects or programs that fall outside traditional public health arenas, such as transportation and land use.<sup>11</sup> Some members of the Task Force have encouraged Metro to conduct an HIA for the Initial List of Projects and Programs to establish criteria and analyze potential impacts for direct health outcomes (such as rates of asthma, cardiovascular disease, cancer, premature deaths, birth outcomes). In consideration of this recommendation, staff has reviewed HIA guidance from the CDC and County of LA, along with prior HIA documents produced for comparable transportation planning efforts such as the [City of LA's Mobility Plan 2035](#) and the initial [I-710 Corridor Project Health Impact Assessment](#) prepared as part of the Gateway Cities Air Quality Action Plan.

Review of guidance and prior HIA documentation supported staff's conclusion that an HIA-level evaluation is inappropriate for this early stage of the LB-ELA Corridor Plan process, requiring a much more detailed project definition to achieve meaningful outputs given the complexity of overlapping risk exposures, and social, economic, and environmental risk modifiers. Furthermore, the evaluation criteria list currently integrates many of the health-related indicators (project outcomes) that an HIA uses to predict health outcomes. Individual projects and programs that continue into the investment plan will eventually be subject to environmental review with more detailed analyses as part of their planning and design processes.

Staff will continue to elevate health in the Task Force process and commits to incorporating health in future phases of the Investment Plan development and implementation. Staff has presented the Task

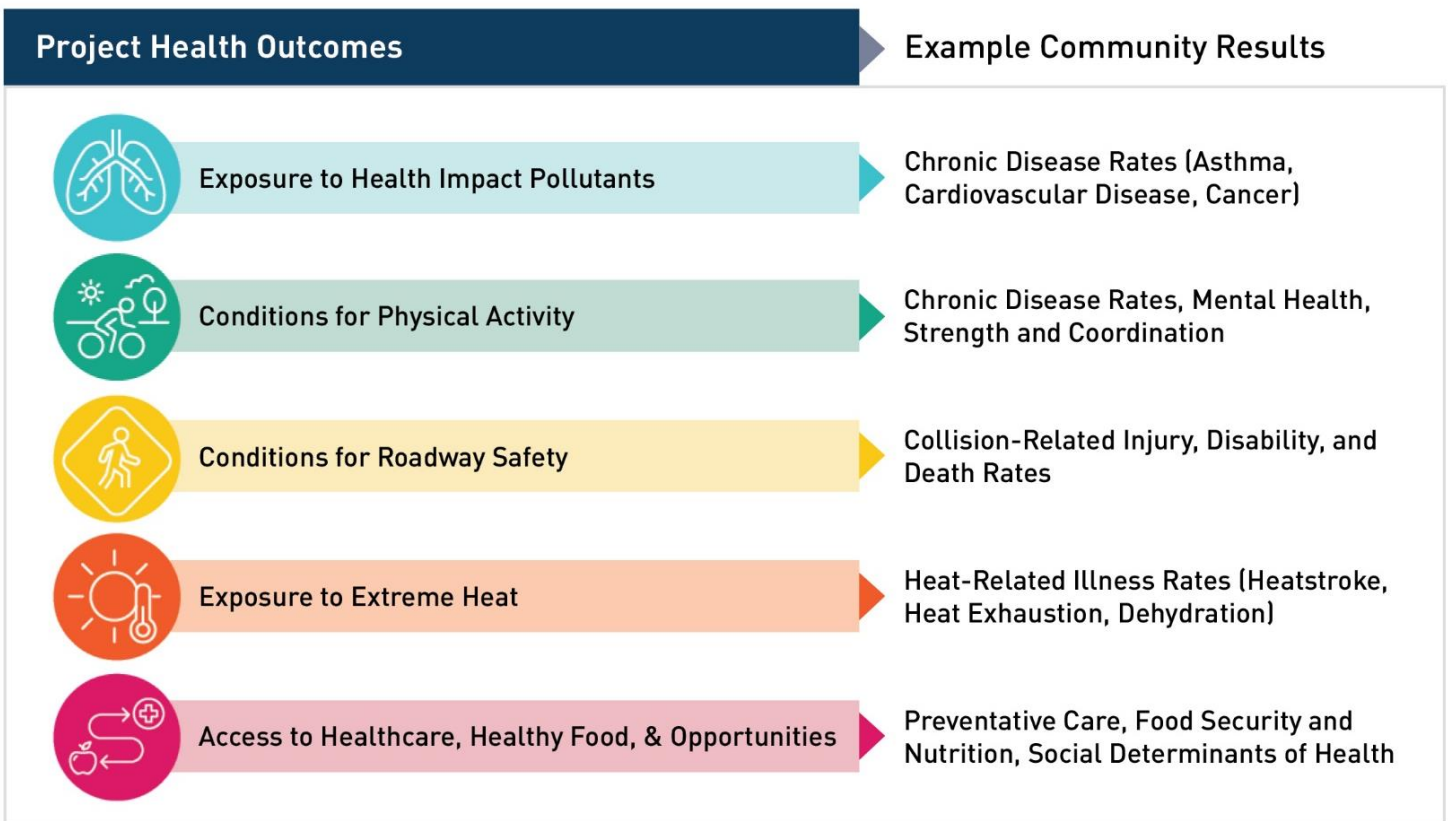
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<sup>11</sup> [CDC - Healthy Places - Health impact assessment \(HIA\)](#)

Force with the following proposals for ongoing health-related efforts to be developed in partnership with Task Force, Working Group, and CLC members:

- Development of a Health Equity Dashboard to provide ongoing health-related data in the LB-ELA Corridor (Example: [Marin County Health Equity and Social Justice Dashboard](#)).
- Development of community health-focused project design and implementation guidelines to be incorporated in the Investment Plan (Example: [Riverside Healthy Development Checklist](#))
- Collaboration with other departments, agencies, and organizations who are working on evaluating and improving health equity in the LB-ELA Corridor area

Figure 1



Evaluation Criteria with Associated Project Health Outcomes						
CH1	Reduce Emissions (Health Effects metrics: Diesel Particulate Matter, PM2.5)			OP6	Access to Quality of Life amenities (grocery stores, healthcare services, schools)	
CH2	Reduce exposure at receptors (HVAC/ HEPA, near-roadway vegetation)			OP7	Access to open space, recreation and parks, LA river, etc.	
CH3	Mode Shift to active transportation, transit	 		SA1	Reduces reliance on polluting and energy-intensive modes of travel and goods movement	 
CH5	Bike/Ped Access to parks, recreational areas, or open spaces			SA2	Promotes physical activity and health through active transportation and recreation	
SF1	Protections for Bike / Users (bike class)	 		SA3	Improves climate resilience through mitigation of flooding and extreme heat impacts	
SF2	Traffic Protections (bike/ped)	 		SA4	Supports job creation in, and workforce transitions to green technology and infrastructure sectors	
SF4	Includes Safety Features			SA5	Improves cargo efficiencies to minimize trip volumes and emissions from goods movement activity	
SF6	Traffic Calming Features			CON4	Potential for Traffic Diversion / Emission Shifting	 
EN6	Reduce Heat Island Effect; Provide Cooling Features for Users			CON5	Potential for New Hot Spots (Congestion, AQ, Ped/Bike Safety)	 
OP1	Access to jobs			CON7	Potential for VMT Increases	 
OP4	Work Force Development					
OP5	Potential Targeted Hire, New Construction Jobs					

## Metro

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



Metro

## Board Report

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**File #:** 2021-0708, **File Type:** Motion / Motion Response

**Agenda Number:** 16.

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**REGULAR BOARD MEETING  
OCTOBER 28, 2021**

**Motion by:**

**DIRECTORS HAHN AND DUTRA**

**Substitute Motion - 710 South Clean Truck Program**

Communities along the I-710 South Corridor are confronted daily with unacceptable public health conditions, created in part by diesel emissions from heavy duty trucks. Diesel particulate matter is the single-largest contributor to air toxics cancer risk in the South Coast Air Quality Management District (AQMD) region, with Southeast Los Angeles communities having even higher air toxics cancer risk than the overall region.

In April 2020, the Metro Board of Directors committed \$50 million of Measure R funding from the I-710 South Corridor Project to advance deployment of a “710 South Clean Truck Program,” contingent upon a Record of Decision issued by the Federal Highway Administration for the I-710 South Corridor Project.

In January 2021, the Board approved the 2021 LA County Goods Movement Strategic Plan, which included a Countywide Clean Truck Initiative, with the 710 South Clean Truck Program identified as a goods movement strategic priority.

In May 2021, the Board suspended further work on the I-710 South Corridor Project EIR/EIS and asked Metro staff to reconsider Project components. As a result, Metro staff created a new I-710 South Task Force, including representatives of corridor cities, community-based organizations, goods movement stakeholders, and the Ports of Los Angeles and Long Beach.

Both the Federal and State governments have been moving aggressively to provide funding for the deployment of Zero Emissions trucks. Further, the Ports are pursuing a clean trucks program, and AQMD is implementing a new battery electric truck program.

**SUBJECT: SUBSTITUTE MOTION - 710 SOUTH CLEAN TRUCK PROGRAM**

**RECOMMENDATION**

APPROVE Motion by Directors Hahn and Dutra that directs the CEO to take the following actions:

- A. Recommit \$50 million from Measure R I-710 South Corridor Project funds as “seed funding” for a 710 South Clean Truck Program,
- B. Collaborate with the I-710 Task Force, local and regional stakeholders, cities, the Ports, the I-710 South Task Force, and the Gateway Cities COG to develop a 710 South Clean Truck Program that seeks to deploy Zero Emissions trucks in the I-710 Corridor as soon as possible,
- C. Conduct aggressive Federal and State advocacy to secure funding for a 710 South Clean Truck Program, including as many as possible of the 1,000 Zero Emissions trucks included in the FY22 California State budget.
- D. Report back to the Board in February 2022 and May 2022 with updates on stakeholder engagement and Program development and implementation, including areas for possible further study, consideration, and development to achieve Zero Emissions goods movement objectives along the I-710 South Corridor.





## ATTACHMENT G

We're developing a new vision for the  
Long Beach-East Los Angeles Corridor



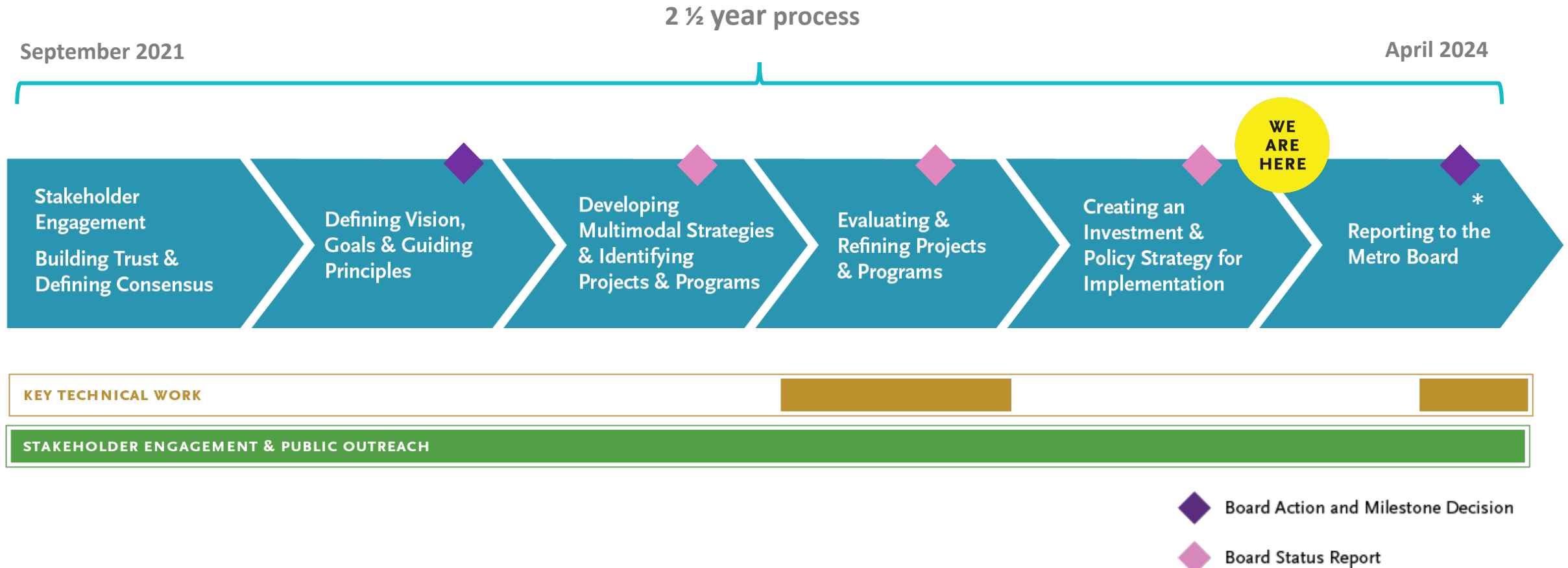
Metro

# LB-ELA Corridor Task Force Roster

AGENCY/AGENCIA	LEAD/MIEMBRO	ALTERNATE/MIEMBRO ALTERNO	AGENCY/AGENCIA	LEAD/MIEMBRO	ALTERNATE/MIEMBRO ALTERNO
Access Services, Inc.	Randy Johnson	Steven Wrenn	METRANS Transportation Consortium	Dr. Genevieve Giuliano	Sue Dexter/Marlon Boarnet
Alameda Corridor Transportation Authority (ACTA)	Michael Leue		Metrolink (Southern California Regional Rail Authority)	Roderick Diaz	David Huang
Burlington Northern Santa Fe (BNSF) Railway	Lena Kent		Natural Resources Defense Council (NRDC)	Kimberly Leefatt	Najah Louis
CALSTART	Niki Okuk	Alyssa Haerle	Pacific Merchant Shipping Association (PMSA)	Michele Grubbs	Thomas Jelenic
City of Bell Gateway Cities Council of Governments (GCCOG) Ad Hoc Committee	Councilmember Ali Saleh	Councilmember Maria Davila	Port of Long Beach (POLB)	Comm. Sharon Weissman	Theresa Dau-Ngo
City of Commerce GCCOG Ad Hoc Committee	Mayor Oralia Rebollo	Councilmember Kevin Lainez	Port of Los Angeles (POLA)	Kerry Cartwright	Tony Gioiello
City of Cudahy GCCOG Ad Hoc Committee	Vice Mayor Elizabeth Alcantar	Councilmember Vilma Cuellar-Stallings, City of Paramount	Southeast Los Angeles (SELA) Collaborative	Dr. Wilma Franco	Alberto Campos
City of Long Beach GCCOG Ad Hoc Committee	Councilmember Suely Sara	Councilmember Roberto Uranga	Southern California Association of Governments (SCAG)	Scott Strelecki	
City of Los Angeles	Tina Backstrom	Kidada Malloy	Union Pacific (UP) Railroad	Lupe Valdez	
Coalition for Clean Air	Chris Chavez	Commissioner Joe Lyou	USC Equity Research Institute (ERI)	Edward Muna	Dr. Manuel Pastor
Communities for a Better Environment (CBE)	Jennifer Ganata/Janeth Preciado Vargas	Ambar Rivera	AGENCY/AGENCIA	EX-OFFICIO/ EX-OFFICIO	
County of Los Angeles, Supervisorial District 1	Karina Macias	Bejamin Feldman	California Air Resources Board (CARB)	Matthew O'Donnell	
County of Los Angeles, Supervisorial District 2	Karishma Shamdasani	Viviana Gomez	California Endowment	Gisele Fong	
County of Los Angeles, Supervisorial District 4	Luke Klipp	Vanessa Rivas Villanueva	Center for International Trade and Transportation (CITT)	Dr. Tom O'Brien	
Earthjustice	Fernando Gaytan	Laura Cortez	Gateway Cities Council of Governments	Hector De La Torre	
East Yard Communities for Environmental Justice (EYCEJ)	Taylor Thomas	Robert Loya	Gateway Cities Council of Governments	Marisa Perez	
Harbor Trucking Association (HTA)	Matt Schrap	Louie Diaz	LA Customers Brokers & Freight Forwarders Association, Inc.	Dan Meylor	
International Brotherhood of Teamsters, Local Union 848	Eric Tate		LA Customers Brokers & Freight Forwarders Association, Inc.	Dan Monnier	
LA County Business Federation (BizFed)	Chris Wilson	Hank Hsing	Long Beach Residents Empowered (LIBRE)	Leanna Noble	
LA County Department of Public Works	Steve Burger	Jermaine Hampton	U.S. Environmental Protection Agency, Region 9	Morgan Capilla	
LA County Economic Development Corporation (LAEDC)	Stephen Cheung		U.S. Environmental Protection Agency, Region 9	Francisco Dóñez	
LA Unified School District (LAUSD)	Fidencio Gallardo		U.S. Environmental Protection Agency, Region 9	Connell Dunning	
Legal Aid Foundation of LA-Long Beach (LAFLA-LB)	Sean Bigley	Cassidy Bennett	Watson Land Company	Mathew Means	
Long Beach Alliance for Children with Asthma (LBACA)	Sylvia Betancourt	Marlin Dawoodjee Vargas	BREATHE LA County (Breathe LA)	Tigran Agdaian	
Long Beach Transit (LBT)	Lisa Patton	Marisol Barajas	BREATHE LA County (Breathe LA)	Ivan Fonseca	
			South Coast Air Quality Management District (AQMD)	Dr. Sarah Rees/Dr. Aaron Katzenstein	



# Project Timeline and Milestones



# Long Beach –East LA (LB-ELA) / I-710 Corridor



# Investment Plan - Vision, Guiding Principles and Goals

## Vision

An equitable, shared LB-ELA Corridor transportation system that provides safe, quality multimodal options for moving people and goods that will foster clean air (zero emissions), healthy and sustainable communities, and economic empowerment for all residents, communities, and users in the Corridor.

## Guiding Principles

### Equity

A commitment to

- (1) strive to rectify past harms;
- (2) provide fair and just access to opportunities; and
- (3) eliminate disparities in project processes, outcomes, and community results.

The plan seeks to elevate and engrain the principle of Equity across all goals, objectives, strategies, and actions through a framework of Procedural, Distributive, Structural, and Restorative Equity, and by prioritizing an accessible and representative participation process for communities most impacted by the I-710.

### Sustainability

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

A commitment to sustainability to satisfy and improve basic social, health, and economic needs/conditions, both present and future, and the responsible use and stewardship of the environment, all while maintaining or improving the well-being of the environment on which life depends.

## Goals





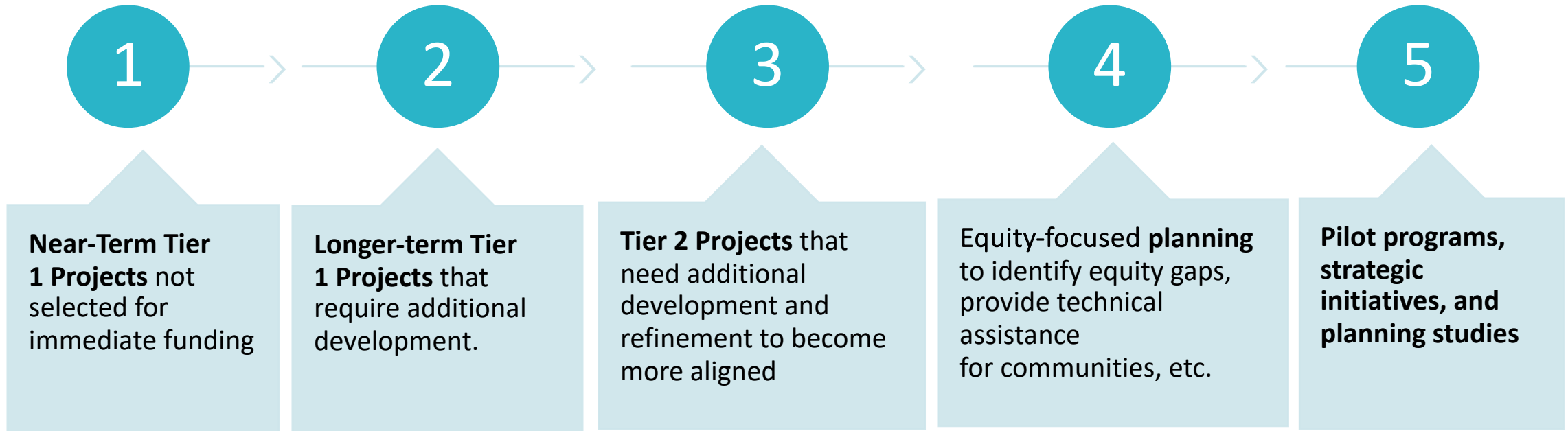
# Community Programs by Topic Area

Working Group Topic Area	Programs
Air Quality/ Community Health/ Environment	Bus Electrification Projects
	LB-ELA Corridor Community Health Benefit Program
	Zero-Emission Infrastructure for Autos
	Air Quality Monitoring Stations
	LB-ELA Corridor Energy Reduction/Greenhouse Gas (GHG) Emissions Reduction Program
	LB-ELA Corridor “Urban Greening” Initiative
	Public Art/Aesthetics
Housing Stabilization/ Land Use	WSAB Transit-Oriented Development Strategic Implementation Plan and Program (TOD SIP)
	Transit-Oriented Communities/Land Use
	Homeless Programs
	Housing Stabilization Policies
Job Creation/ Work Opportunities	Vocational Educational Programs
	Targeted Hire Programs
	Employment/Recruitment Initiatives
	Economic Stabilization Policies

# Modal Programs

Modal Programs allow the CMIP to be a "Living Document," continue to advance a pipeline of projects for future funding/implementation, initiate pilot programs and planning studies, identify infrastructure gaps needing project development, and identify equity gaps to resolve for LB-ELA Corridor communities that need support.

The 5 types of projects/programs/initiatives that are put into Modal Programs include:



# Modal Programs and START-UP Fund

MODE	Modal Program (\$ in millions)	START-UP Fund* (\$ in millions)
Arterial Roadway/Complete Streets	\$57.6	\$14.5
Active Transportation	\$44.2	\$11.5
Freeway Safety and Interchange	\$39.4	\$0.0
Goods Movement	\$18.0	\$0.0
Transit	\$54.0	\$14.0
<b>Total Programmed</b>	<b>\$213.2</b>	<b>\$40.0</b>

## How the Long Beach-East LA Corridor Multimodal Investment Plan aligns with and advances CalSTA's Core Four Priorities

The Long Beach-East LA Corridor Mobility Investment Plan (LB-ELA CMIP, or Investment Plan) is the result of Metro's two-and-a-half year effort to develop a community-centered, regionally significant, balanced multimodal transportation investment plan that results from robust community and stakeholder engagement and equity-focused planning. The CMIP provides a roadmap for Metro to invest \$743 million in local transportation sales tax dollars in priority transportation and community projects and programs, modal programs that allow for additional project development, and equity-focused technical assistance to provide a comprehensive planning and investment approach for the LB-ELA Corridor communities impacted by the construction and operation of Interstate 710 between the San Pedro Bay Ports and East Los Angeles. The CMIP can be accessed here: [www.lb-ela-cmip.com](http://www.lb-ela-cmip.com)

Central to the development of the LB-ELA CMIP is the foundational values identified by two advisory bodies created by Metro to help develop the plan: the LB-ELA Corridor Task Force, comprising community advocates, freight industry, air quality experts, business, labor, elected officials, and academic leaders, and the Community Leadership Committee, comprising residents from impacted communities who participated in the development of the Investment Plan and ground-truthed recommendations and proposals. These groups met every month to help the Metro team develop the CMIP, and provided the following Vision, Goals, and Guiding Principles used to lead Metro's work in creating the Investment Plan:

Vision	
An equitable, shared LB-ELA Corridor transportation system that provides safe, quality multimodal options for moving people and goods that will foster clean air (zero emissions), healthy and sustainable communities, and economic empowerment for all residents, communities, and users in the Corridor.	
Guiding Principles	
Equity	Sustainability
A commitment to (1) strive to rectify past harms; (2) provide fair and just access to opportunities; and (3) eliminate disparities in project processes, outcomes, and community results.  The plan seeks to elevate and engrain the principle of Equity across all goals, objectives, strategies, and actions through a framework of Procedural, Distributive, Structural, and Restorative Equity, and by prioritizing an accessible and representative participation process for communities most impacted by the I-710.	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.  A commitment to sustainability to satisfy and improve basic social, health, and economic needs/conditions, both present and future, and the responsible use and stewardship of the environment,  all while maintaining or improving the well-being of the environment on which life depends.

## Goals



## CalSTA Core Four Priorities

The California State Transportation Agency (CalSTA) has adopted Safety, Equity, Climate Action, and Economic Prosperity as its four principles—the Core Four priorities—that guide the agency in delivering the services, programs, and support every Californian needs to succeed and thrive. The Core Four priorities speak to the complexity of needs, burdens, and challenges found in California and drive innovative, comprehensive, and aligned planning, policy, and funding recommendations to address, advance, and enhance these four priority policy areas.

Nowhere in California is the need for the Core Four priorities more evident than in the Long Beach-East LA (LB-ELA) Corridor, which comprises 18 cities and multiple LA County unincorporated communities adjacent to Interstate 710 (I-710) between the San Pedro Bay Ports and State Route 60. These communities have been negatively impacted over generations by policy decisions that include redlining and discriminatory lending practices before I-710 was constructed, that were split apart and bulldozed during the construction of I-710, and that now deal with chronic conditions of accidents, urban heat island effects and lack of shade and tree canopy, unemployment and lower incomes, and poor health at elevated rates in what is known as the “Diesel Death Zone” due to the tens of thousands of diesel trucks that travel along I-710 and through the corridor daily to serve the Ports, intermodal rail yards, logistics hubs, warehouses, and transloading facilities located within the corridor.



The prior I-710 South Corridor Project, designed to accommodate a growing population and containers handled by the Ports of LA and Long Beach, included the widening of the freeway to add general purpose and truck lanes. This project would have displaced over 400 residents in some of the county's most vulnerable communities and add additional air quality impacts as the result of additional passenger and heavy-duty truck traffic, which would generate greenhouse gases and diesel particulate matter, affecting the climate and public health of the LB-ELA Corridor. After US EPA indicated concerns in 2021 about the project's ability to meet air quality conformity standards to receive a Record of Decision, the project quickly lost support, starting with then-Caltrans Director Omishakin indicating on May 12, 2021, that Caltrans wanted to "put an absolute pause on this project in the format that it's currently in." The Metro Board acted later that month to suspend the advancement of the project's environmental process and to develop the new approach to multimodal investment in the Corridor that created the foundation for the LB-ELA CMIP to be developed through a process featuring community engagement, participation, and centering.

Three years later, Metro staff returned to the Board with the proposed LB-ELA CMIP that represents a balanced, comprehensive, multimodal, community-centered, and regionally significant transportation investment plan that addresses the challenges raised by community and Task Force stakeholders and advances the Vision, Goals, and Guiding Principles of the CMIP.

In contrast to the prior I-710 South Corridor Project, the LB-ELA CMIP results in no widening of the I-710 freeway and no displacement of residents. **What follows is a review of how the LB-ELA CMIP responds to, advances, and illuminates each of the Core Four priorities – and demonstrates that a major highway corridor planning process in the most complicated and equity-challenged part of the state can result in a plan that is fully aligned with CalSTA's vision for transportation investment and community improvement in California.**

## **Core Four Priority – Safety**

Safety is one of the Seven Goals defined by the Corridor Task Force to guide the development of the investment plan. Specifically, the goal is "Make all modes of travel safer". As stated, the CMIP evaluated all proposed projects and programs to ascertain their performance on several safety metrics and those having the highest safety benefits were considered for inclusion in the Investment Plan. This applies to not only motor vehicles (cars and trucks), but also pedestrians, bicycles, and transit users.

To improve safety, LA Metro will take several strategic steps in the Investment Plan to create a safer transportation system. The Investment Plan looks at ways to include bicycles and pedestrians along major streets and minimize conflict with cars and trucks for safer travel options. Recommended projects in the CMIP include the I-710 Multimodal, Operational, Safety, and Access Improvements for the Community (MOSAIC) Program (see table 1), which comprises a bundle of local interchanges and ramp improvements that will focus on creating a safer user experience getting on and off the freeway, as well as safer multimodal travel on the freeway bridges that span I-710 and the LA River.

The MOSAIC program will focus on the following elements:

- **Multimodal** - Improve freeway overcrossings so that they provide multimodal benefits and "reconnect LB-ELA Corridor communities" separated by the freeway and river – safer pedestrian/bicycle crossings, improved reliability and effectiveness of bus/transit, improved arterial traffic flow to reduce accidents and pedestrian/bicycle conflicts.
- **Operational** - Safety-focused auxiliary lanes that provide transition zones for cars and trucks to merge on and off the freeway more safely at locations with greater numbers of accidents than a simple ramp design can address: Safety for residents/users at local access points.
- **Safety** - Provide safer conditions for all users of the freeway and local interchanges, especially community members accessing the freeway. Reduced conflicts for cars, trucks getting on and off the freeway: improved on and off ramps, transition zones, turn radius, traffic signal controls.
- **Access** – Greater access to bus service, pedestrian/bicycle paths, and personal mobility leading to greater access to communities, education, healthcare, and other economic opportunities. Safer local access to the freeway system.
- **Community** – For many people living in the LB-ELA Corridor, their daily travel includes getting on and off I-710 at the nearest local interchange to their community, school, job, healthcare facility, or place to shop, recreate, or visit family. Community residents seek safer on- and off-ramps, signalization, and safer merging and transition zones given the intensity of truck traffic and congestion on I-710 and the local interchanges. Additionally, community members feel disconnected from communities and opportunities across I-710 and the LA River and feel vulnerable walking or bicycling across the bridges that span the freeway and river, or unsatisfied with the bus transit experience on the overcrossings. The I-710 MOSAIC Program investments seek to improve both experiences—getting on and off the freeway and crossing over the freeway—to improve the quality of life for local community members.

Table 1  
I-710 MOSAIC Program

MOSAIC Program Project Concepts	Leveraged Target for Investment (\$M)	Investment Plan Funding Recommendation (\$M)
14 project concepts <ul style="list-style-type: none"> <li>• I-710/Willow Interchange Improvements</li> <li>• I-710/Del Amo Interchange Improvements</li> <li>• I-710/Long Beach Blvd. Interchange Improvements</li> <li>• I-710/Alondra Interchange Improvements &amp; Modification of SB I-710 to SR-91 Connectors</li> <li>• I-710/Imperial Interchange Improvements</li> <li>• I-710/Firestone Interchange Improvements</li> <li>• I-710/Florence Interchange Improvements</li> <li>• I-710 Auxiliary Lanes (Willow to Wardlow)</li> <li>• I-710 / I-405 Connector Project Improvements</li> <li>• I-710/I-105 Connector Project Improvements</li> <li>• I-710 Auxiliary Lanes (Del Amo Blvd to Long Beach Blvd)</li> <li>• I-710/Anaheim Interchange Improvement</li> <li>• I-710/PCH Interchange Improvement</li> <li>• I-710/Wardlow Interchange Improvement</li> </ul>	\$612.00	\$153.60

The CMIP will recommend a variety of projects to enhance safety, including:

- **Intelligent Transportation Systems (ITS):** Our plan uses state of the art technology for real-time traffic monitoring and management, including adaptive traffic signals that smooth out traffic flow, variable message signs for real time traffic updates and warnings about conditions ahead.
- **Modernized Interchanges:** Our plan reconfigures and upgrades a few, select freeway interchanges to improve freeway operations and safety for community members to access I-710 at local interchanges. These projects will also include safe pathways for bicycles and pedestrian to cross over the I-710, reconnecting communities and neighborhoods. The candidate interchanges will be evaluated and prioritized by Metro based on community input to determine which 2-3 projects would proceed to the environmental analysis phase.
- **Enhanced Lighting:** Our plan improves lighting along the freeway and arterial roads and at bus stops to increase visibility and personal security at night.
- **Expanded Bike and Pedestrian Paths:** Many cities have bike and pedestrian routes, but they do not always connect across city boundaries. The Investment Plan identified where the gaps are. It recommends bicycle routes that close those gaps and connect routes between cities and across community boundaries, improving safety and connectivity.
- **Improved Transit Access:** Our plan enhances bus stops and transit facilities, making it safer and more convenient for residents to access public transportation.
- **Complete Street Corridor Investments:** This plan also funds complete street corridor improvements along major arterial roadways that cross multiple jurisdictions, with a focus on safety improvements for pedestrian, bicycle, and other users of the facility (see table 2).
- **Safer Bus Stops and Shelters:** The Investment Plan will allocate funding to implement or upgrade bus stops and shelters in the most vulnerable and equity-focused communities to support safer access to the bus system for residents (see table 3).

Implementing these strategies will benefit communities by reducing traffic accidents, including truck involved accidents and vehicle involved bicycle/pedestrian accidents, improving safety at bus stops, and support safer pathways for pedestrians and bicyclists to travel through the LB-ELA Corridor.

Table 2

Complete Street Corridor Investments

Project Name	Leveraged Target for Investment (\$M)	Investment Plan Funding Recommendation (\$M)
Complete Street Corridor: Alondra Blvd	\$45.00	\$9.00
Complete Street Corridor: Atlantic Blvd	\$457.22	\$68.58
Complete Street Corridor: Florence Ave	\$124.46	\$24.89
Complete Street Corridor: Long Beach Blvd*	\$1.50	\$0.75
Complete Street Corridor: Slauson Ave	\$18.00	\$3.60

\*Initial recommendation is for planning and development work. Additional funds available for implementation from Modal Program funds.

Table 3

Bus Stop Investments

Project Name	Leveraged Target for Investment (\$M)	Investment Plan Funding Recommendation (\$M)
Bus Stop Improvement Projects/Programs	\$38.00	\$19.00

## Core Four Priority – Climate

To improve air quality and combat the effects of climate change in the LB-ELA Corridor, LA Metro will invest in and support a comprehensive set of strategies focused on reducing vehicle emissions, promoting cleaner modes of transportation, and implementing environmental mitigation measures. Sample projects include:

- **Zero-Emission Freight:** The Investment Plan will accelerate the transition to and encourage the adoption of zero emission trucks for freight movement, particularly for operations connecting the ports to distribution centers and intermodal yards, in collaboration with the Port’s Clean Air Action Plan and to meet Advanced Clean Fleet Regulations (see Table 4).
- **A Zero-Emission, at-capacity Alameda Corridor:** The Investment Plan supports the greater utilization of the Alameda Corridor as a key component of the multimodal freight transportation system moving cargo through the LB-ELA Corridor. Metro seeks to develop policies and collaborative approaches to incentivizing additional usage of the Alameda Corridor along with supporting the transition of the facility to zero-emission technology (see Table 4).
- **Bike and Pedestrian Infrastructure:** We have a plan to develop and fund new and improved bike lanes, walking paths, and pedestrian bridges to encourage walking and cycling, reducing the reliance on motor vehicles.
- **Intelligent Transportation Systems (ITS):** The Investment Plan will implement ITS solutions to optimize traffic flow and reduce congestion- related emissions. This includes real-time traffic monitoring and adaptive traffic signal control systems.
- **Urban Greening:** We have a plan to plant trees and vegetation along the freeway and in surrounding areas to absorb pollutants and provide cooling (see Table 5).
- **Community Health Programs:** We have a plan to develop health monitoring and support programs for communities affected by freeway pollution, including air quality monitoring and public health interventions (see Table 6).
- **Infrastructure for Electric Vehicles (EVs):** The Investment Plan will expand the availability of auto EV charging stations along the corridor to encourage the adoption of electric cars (see Table 6).
- **Stakeholder Collaboration:** We have a plan to continue to engage with community groups, environmental organizations, and other stakeholders to ensure that air quality improvement efforts are aligned with community needs and priorities.

Our plan supports transitions to cleaner transportation options that will significantly reduce pollutants, benefiting respiratory health. Implementing these strategies requires a multifaceted approach involving investment in infrastructure, policy changes, community engagement, and collaboration with other agencies and organizations.

Table 4  
Goods Movement Projects

Goods Movement		
Name	Leveraged Target for Investment (\$M)	Investment Plan Funding Recommendation (\$M)
Freight Rail Electrification Pilot Project	\$50.00	\$10.00
Goods Movement Freight Rail Study	\$10.00	\$2.00
Zero Emission Truck Program	\$200.00	\$50.00

Table 5  
Urban Greening Community Program

Urban Greening		
Name	Project Description	Type
LB-ELA Corridor “Urban Greening” Initiative	<p>Under this initiative, proposed projects implemented through the LB-ELA Corridor Investment Plan must consider context sensitive solutions as part of the project design as well as “urban greening” elements that foster environmental resilience. These “urban greening” elements may include items such as: provision of green space/greenbelts; parklets; tree planting; community gardens and community farms; drought tolerant planting; habitat restoration and connectivity; stormwater capture/flood diversion/water management projects; brownfield remediation, natural trail restoration, and green infrastructure, among other.</p> <p>Through the LB-ELA Urban Greening Initiative, project proponents may also partner with other localities, non-profit organizations, or communities to plan, design, and implement “green” projects that demonstrate that they provide publicly accessible open-space and ecosystem benefits such as urban heat island reduction within the LB-ELA Corridor.</p>	Community Programs

Table 6.  
Community Health, Air Quality, and Sustainability Community Programs

Community Health, Air Quality and Sustainability		
Name	Project Description	Type
LB-ELA Corridor Community Health Benefit Program	<p>Under this program, funding would be made available to implement air quality projects to reduce exposure to air pollution as well as health education and screening programs in areas adversely affected by existing and proposed transportation infrastructure projects. The LB-ELA Community Health Benefit Program would serve the communities within the LB-ELA Corridor Study Area. This program would provide subsidy funding to implement projects and outreach activities to improve air quality and public health, including but not limited to:</p> <ul style="list-style-type: none"> <li>- Air Quality Projects for Schools and Community Facilities: air filtration, HVAC upgrades, replacement/sealing of windows and doors, vegetation barriers or buffer landscaping.</li> <li>- Health Education and Screening: community health screening and diagnosis, health education, training for community health workers, outreach programs.</li> </ul>	Community Programs
Zero Emission Infrastructure for Autos	<p>Work with local jurisdictions (Cities, County of Los Angeles), public agencies, and private-public partners to develop and site additional charging stations for zero-emissions vehicles within the LB-ELA Corridor.</p> <p>Provide grant writing assistance to help secure funding. In addition, provide technical support to share best practices such as: identification of incentives and/or policy requirements for new development.</p>	Community Programs
Bus Electrification Projects	<p>Seek incentives to accelerate the deployment of zero-emission (ZE) vehicles within the LB-ELA Corridor. Projects could include bus electrification (public transit buses, school buses) as well as ZE charging infrastructure. Provide technical and grant writing assistance to define and develop potential projects.</p>	Community Programs
Air Quality Monitoring Stations	<p>Add four, new air quality monitoring stations within the LB-ELA Study Area. Sites to be identified in cooperation with the South Coast Air Quality Management District.</p>	Community Programs

## Core Four Priority – Equity

Central to the creation of the LB-ELA CMIP is the Guiding Principle of Equity, which governed the process and shaped the outcomes of the Investment Plan. Metro established a clear focus on equity with the CMIP's Charter, which set the foundation for a collaborative and community-centered approach to building consensus by establishing a clear decision-making process with roles for Task Force, Community Leadership Committee (CLC), and working group participants. The CLC ensured impacted residents had a seat at the table and direct access to staff to provide lived experience, ground-truth proposals, and provide direction on policy and programming decision, and vote on recommendations. The LB-ELA CMIP offers a compelling precedent and example for the inclusion and centering of equity in comprehensive multimodal corridor planning, particularly for lower income, disadvantaged, and/or minority communities that are directly impacted by the deteriorated air quality, public health, mobility, safety, economic opportunity, and environmental protections due to their proximity to I-710.

In addition to this structure, several of Metro's equity tools were used throughout the development of the CMIP to further demonstrate and actualize equity commitments:

- The Advisory Body Compensation Policy created the conditions for the sustained participation of 26 members in the CLC over more than the past two years.
- The Community Based Organization Partnering Strategy bolstered engagement at critical public outreach phases.
- The Equity Planning and Evaluation Tool, piloted in this process and integrated into the Equity Working Group proceedings, served as a guiding tool for the process, particularly in the consideration of equity in existing conditions analysis, evaluation criteria and methodologies, and connection of project outcomes to community results.

The effects of these efforts are reflected throughout the CMIP and its investment recommendations, as follows:

- The Background (Chapter 1) and Existing Conditions (Chapter 3) acknowledge the historical inequities that have persisted into the present, resulting in harms ranging from worsened health impacts to more limited access to opportunities.
- The Corridor Vision, Goals, and Guiding Principles (Chapter 4) and Multimodal Strategies, Projects, and Programs (Chapter 5) uplift and identify community-centered solutions to directly address the needs voiced by stakeholders.
- The Evaluation process (Chapter 6) reflects the priorities of Task Force and CLC Members through the consideration of Concern Criteria, Community Input Consideration Flags, and 22 Equity Criteria, used to identify Equity Flags.
- The Funding Strategy (Chapter 7) and Recommendations (Chapter 8) demonstrate the shift from a freeway-only project to a comprehensive, multimodal, and collaborative investment strategy. Particularly, the commitment of \$40 million to the Community Programs Catalyst Fund and \$40 million to the START-UP Fund (a combined 10.7% of all Measure R and M funds available) is a direct result of the advocacy and engagement of community-based organizations and the CLC.

## Core Four Priority – Economic Opportunity and Prosperity

The communities in the LB-ELA Corridor, particularly the Equity Focus Communities, experience a higher rate of poverty and unemployment rate than the rest of LA County. To create economic opportunity and prosperity for the LB-ELA Corridor communities and LA County, LA Metro will implement a variety of strategies aimed at economic development, equitable access to transportation, workforce development, and community revitalization. LA Metro is considering several approaches with its selected priorities in the Investment Plan:

- **Enhanced Transit Services:** Our plan expands and improves public transit options to ensure reliable, frequent, and affordable connections to job centers, educational institutions, and essential services.
- **Local Hiring Policies:** Adopt local hiring policies for Metro projects to prioritize employment opportunities for residents of communities along the LB-ELA Corridor (see Table 7).
- **Support Small Businesses:** Facilitate the growth of small businesses by improving access to customers and their communities.
- **Training and Education Programs:** Metro will partner with educational institutions, trade unions, and community organizations to offer training programs in high-demand fields, including green jobs related to goods movement, transit, and other infrastructure projects (see Table 7).
- **Transit Workforce Initiatives:** Our plan supports developing initiatives aimed at recruiting and training residents for careers in the transit industry, including roles in operations, maintenance, and administration (see Table 7).
- **Transit-Oriented Development (TOD)/Transit-Oriented Communities (TOC):** Promote and incentivize the development of affordable housing within transit- oriented developments to ensure that residents have access to affordable living options near transit to create communities that can rely on quality transit opportunities for mobility (see Table 7).
- **Public Space Improvements:** Our plan invests in the beautification and functionality of public spaces, including parks, community centers, and libraries, to improve quality of life and foster community pride (see Table 7).
- **Infrastructure Upgrades:** The Investment Plan supports infrastructure upgrades that enhance safety, accessibility, and sustainability, such as street lighting, pedestrian pathways, and green infrastructure.
- **Community Engagement:** Our plan supports continuing active engagement with communities along the LB-ELA Corridor to ensure that planning and project implementation reflect their needs and aspirations.
- **Equity-Focused Planning:** Our plan implements an equity-focused planning framework to guide investments and ensure that they equitably benefit historically underserved and marginalized communities.
- **Health Indicators:** Our plan looks at health indicators in our project assessments to improve our understanding of their potential effects on community health, to mitigate negative impacts. Our plan invests in environmental mitigation projects, such as air quality improvement and noise reduction, to address historical environmental injustices in corridor communities (see Table 7).
- **Economic Opportunities:** Improved transportation infrastructure can boost local businesses and attract new investment to the area around the subregion is safer and easier.

Our plan enhances mobility, supports economic growth, and improves the overall quality of life for residents in the LB-ELA Corridor by ensuring that the benefit of transportation and infrastructure investments are shared equitably, leading to greater opportunity and prosperity for (need to finish sentence) all communities involved.

Table 7

Community Programs Initiated by the \$40 Million Catalyst Fund in the Investment Plan

Working Group Topic Area	Community Programs Initiated by the \$40 Million Catalyst Fund
Air Quality/ Community Health / Environment	Bus Electrification Projects
	LB-ELA Corridor Community Health Benefit Program
	Zero-Emission Infrastructure for Autos
	Air Quality Monitoring Stations
	LB-ELA Corridor Energy Reduction/Greenhouse Gas (GHG) Emissions Reduction Program
	LB-ELA Corridor “Urban Greening” Initiative
	Public Art/Aesthetics
Housing Stabilization/ Land Use	WSAB Transit-Oriented Development Strategic Implementation Plan and Program (TOD SIP)
	Transit-Oriented Communities/Land Use
	Homeless Programs
	Housing Stabilization Policies
Job Creation/ Work Opportunities	Vocational Educational Programs
	Targeted Hire Programs
	Employment/Recruitment Initiatives
	Economic Stabilization Policies



# We're fostering collaboration with local communities.

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



**Metro**



SPRING 2021

# Acknowledgments

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

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# We've created a plan for partnerships.

## Introduction

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

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

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

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

## Background

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

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

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

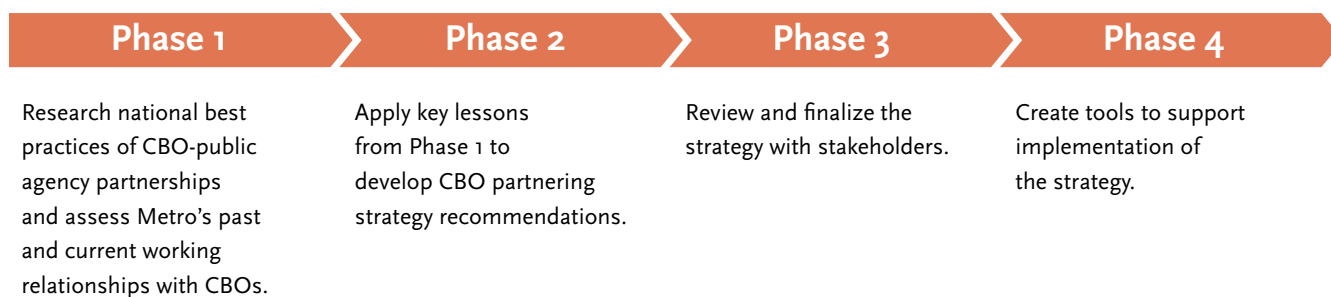
Historically, Metro departments approached CBO partnering in different ways, creating inconsistencies and in some cases inequities in CBOs' access to information and contracting opportunities. Metro's disparate approaches to CBO partnership creates confusion and can be taxing for CBOs to navigate, especially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

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

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

## Project Phases

The CBO Partnering Strategy was developed in four phases:



## Best Practices Research

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

## Key Findings of Best Practices Research

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

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

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

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

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

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

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



# There are many ways we partner.

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

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## Disseminate Information

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

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## Advise and Consult

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

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## Promote Agency Services

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

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## Community Engagement

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



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### Use of Transit Stations

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

### Arts and Culture

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

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### Economic Development

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

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### Provide Educational Services

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

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### Workforce Development

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

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### Coordinate Referrals to Supportive Services

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

# Best practices make for better partners.

## Essential Elements

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

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### Mission Alignment

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

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### Clear Expectations and Accountability

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

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### Opportunities to Build Capacity

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

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### Address Cultural Barriers

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

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**Central Partnerships Manager**

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

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**Comprehensive CBO Database**

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

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**Standardized Menu of CBO Partnership Templates**

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

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**Flexibility**

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

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**Transparent Communication**

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

## Levels of Effort

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

## Best Practices Summary

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

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

# We have seven strategies for success.

## Recommendations

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

### 1. Internal Metro Systems Changes

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

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

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

## These recommendations are:



Establish a Central Point of Contact



Develop and Maintain CBO Data



Establish Compensation Criteria



Create a Resource Library



Craft a Partnership Charter



Train Our Collaborators



Provide Guidance for Growth



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

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### Overview

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

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

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

### Key responsibilities of the lead include:

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

opportunities (or manage others to do this)

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

### Intended Outcomes

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

### Implementation – How to Pilot

#### STEP 1

Assign interim CBO Partnering Strategy Lead.

#### STEP 2

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

#### STEP 3

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

#### STEP 4

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

### Appendices: Tools Related to This Recommendation

#### APPENDIX B

Sample job description and responsibilities of the lead.

#### APPENDIX C

Description of Internal Implementation Committee.



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

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### Overview

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

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

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

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

### Intended Outcomes

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

### Implementation

#### STEP 1

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

#### STEP 2

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

#### STEP 3

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

#### STEP 4

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

#### STEP 5

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

#### STEP 6

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

### Appendices: Tools Related to This Recommendation

#### APPENDIX D

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



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

### Overview

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

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

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

The assessment should be considered when:

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

### How to determine when to compensate CBOs

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

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

### Intended Outcomes

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

### Implementation – How to Pilot

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

#### STEP 1

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

#### STEP 2

Support and monitor implementation in the department that was trained.

#### STEP 3

Evaluate implementation of the pilot.

#### STEP 4

Adjust criteria accordingly.

#### STEP 5

Formally Launch criteria agency-wide.



## Compensation Threshold Assessment Tool Checklist

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



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

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### Overview

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

#### 1. Sample Letter of Agreement

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

#### 2. Check Request Protocol

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

#### 3. Internal Resources

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

### Intended Outcomes

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

### Implementation – How to Pilot

#### STEP 1

Develop internal resource library and work samples.

#### STEP 2

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

#### STEP 4

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

#### STEP 5

Formally launch internal library and train staff.

### Appendices: Tools Related to This Recommendation

#### APPENDIX E

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



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

### Overview

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

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

The chartering process establishes the following:

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

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

#### **Shared values.**

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

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

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

#### **Working agreements.**

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

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

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

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

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

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

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

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

### Intended Outcomes

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

### Implementation – How to Pilot

#### STEP 1

Identify a Metro project team to pilot the chartering process.

#### STEP 2

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

#### STEP 3

Implement and evaluate effectiveness.

### Appendices: Tools Related to This Recommendation

#### APPENDIX F

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



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

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### Overview

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

Training topics will include:

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

### Intended Outcomes

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

### Implementation – How to Pilot

#### STEP 1

Develop internal staff trainings.

#### STEP 2

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

#### STEP 3

Pilot and improve trainings.

#### STEP 4

Digitize trainings to scale training access and participation.



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

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### Overview

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

### Training topics will include:

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

## *Recommendation 7 continued*

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

### **Promote Consultant Benches**

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

### **Foster Collaboration**

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

### **Secure and Manage Contracts**

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

### **Develop Strategic Partnerships**

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

### **Apply Best Practices**

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

## **Intended Outcomes**

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

## **Implementation – How to Pilot**

### **STEP 1**

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

### **STEP 2**

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

### **STEP 3**

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

## **Appendices: Tools Related to This Recommendation**

### **APPENDIX G**

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

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# We have a clear path forward.

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

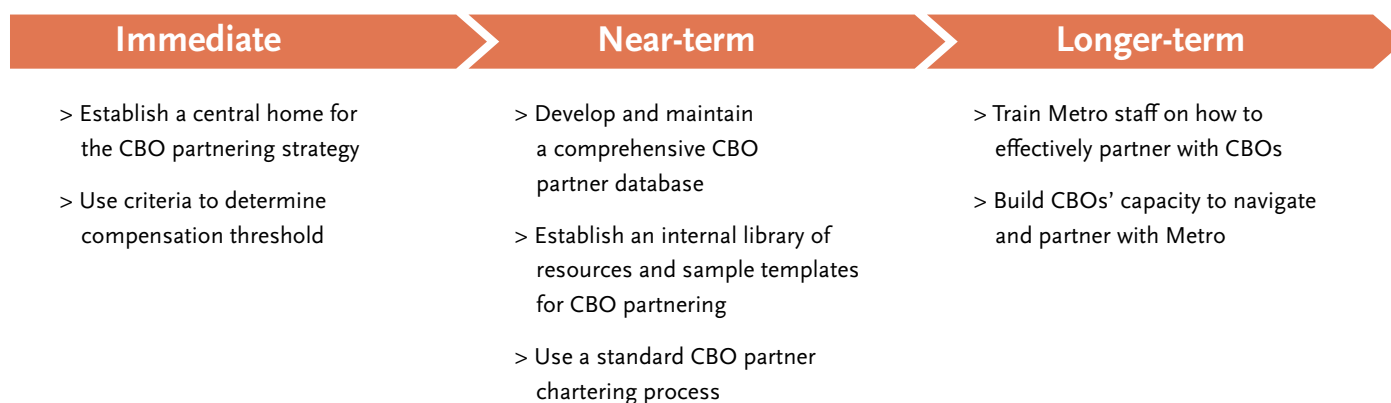
## Selecting Measures of Success

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

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

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

## Proposed Sequence for Implementation





## Conclusion

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

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

# Appendices

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

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

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

## Appendix B: Job Description

### Lead for CBO Partnering Strategy

#### Job Summary

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

#### Duties and Responsibilities

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

#### Essential Knowledge and Abilities

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

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

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

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

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

**Minimum Qualifications**

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

**Education**

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

**Experience**

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

**Certifications/Licenses/Special Requirements**

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

## Appendix C: Committee Description

### Internal Implementation Committee for CBO Partnering Strategy

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

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

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

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

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

#### **Time Commitment**

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

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

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

#### **Governance**

The committee will advise. No decision-making power.

## Appendix D: Overview of CBO Partner Database Fields

### Data to Include in the CBO Partner Database

#### DATA FIELDS

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

#### Organization Name

##### Subregional Focus

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

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

##### Services

NAICS Codes – provide up to three (3)

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

#### Cause Areas

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

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

#### Type of Organization

Legal Structure

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

#### Annual Budget

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

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

*Appendix D continued*

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

> Y/N

> If Yes, then how:

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

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

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

**Contact Information**

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

> First Name

> Last Name

> Title

> Email

> Phone

**Mailing Address**

> Mailing Street

> Mailing City

> Mailing State

> Mailing Zip code



## NAICS Code Supplemental Support Guide

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

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

## Appendix E: Library of Internal Resources

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

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

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

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

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

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

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

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

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

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

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

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

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

## Appendix F: Project Charter Process Worksheet

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

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

### Who are we?

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

### What do we value?

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

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

Example of values to be updated by the project team.

### Community Integrity

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

### Environmental Sustainability

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

### Safety

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

**Transparency and Trust**

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

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

**Accountability**

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

**What are our working agreements?**

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

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

# Project Chartering – Facilitator’s Guide

## Desired Outcomes of Session

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

## Duration

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

## Agenda

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

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

## 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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**Metro**

Los Angeles County  
Metropolitan Transportation Authority

# LB-ELA CORRIDOR INVESTMENT PLAN

## EQUITY PLANNING AND EVALUATION TOOL (EPET) DOCUMENTATION

### INTRODUCTION

#### WHAT IS THE EPET?

The Pilot Equity Planning and Evaluation Tool (EPET) was developed by Metro in 2021 to provide detailed equity guidance for large-scale, multi-year Metro projects. The EPET requires that projects: 1) identify disparities that impact mobility, economic opportunities, and health outcomes, and how related services, programs, and projects are experienced; 2) understand the root causes of those disparities, and 3) develop and implement strategies, projects, programs, and investment priorities in a manner that provides more equitable outcomes. From inception to adoption, the LB-ELA Corridor Investment Plan (Plan) project team, Task Force, and Community Leadership Committee (CLC) used the EPET to guide the outreach approach and process, existing conditions analyses, evaluation methodology, and funding recommendations, as described in detail in this report.

Applying the EPET's concepts of Opportunity Areas,<sup>1</sup> Community Results,<sup>2</sup> and Project Outcomes,<sup>3</sup> this report documents the processes of visioning, data analysis, contextual research, community engagement, and technical evaluation applied to inform an investment plan that advances equitable outcomes in the LB-ELA Corridor ("the Corridor"). Following an introductory section that provides definitions of equity and an overview of the Project and Task Force background, this EPET documentation report follows the structure below:

- I. Connect Community Results to Project Outcomes
- II. Analyze Data
- III. Engage the Community
- IV. Plan for Equitable Outcomes

The EPET's six-part structure includes two subsequent sections that have not been applied at this time, as they relate specifically to the implementation of individual projects and programs. These sections (*Proposal Implementation* and *Evaluate, Communicate, and Stay Accountable*) may be documented by relevant project staff as large-scale proposals in the Investment Plan move toward implementation in the future.

#### DEFINING EQUITY

Metro defines equity as "both an outcome and a process to address racial, socioeconomic, and gender disparities, to ensure fair and just access with respect to where you begin and your capacity to improve from that starting point to opportunities, including jobs, housing, education, mobility options, and healthier communities. It is achieved when one's outcomes in life are not predetermined, in a statistical or

<sup>1</sup> Opportunity Areas = Key indicators of success including Employment, Housing, Education, Health, Transportation, Community Development, Criminal Justice, Environment, and Safety.

<sup>2</sup> Community Results = The community level condition of well-being we would like to achieve. It lacks disparities based on race, income, ability, or other social demographic.

<sup>3</sup> Project Outcome = A clearly defined future state of being at the program, local, or agency level resulting from the proposed action that ultimately supports the community result.

experiential sense, on their racial, economic, or social identities. It requires community informed and needs based provision, implementation, and impact of services, programs, and policies that reduce and ultimately prevent disparities. Equity means that Metro's service delivery, project delivery, policymaking, and distribution of resources account for the different histories, challenges, and needs of communities across Los Angeles County; it is what we are striving towards."

The following definitions of procedural, distributive, restorative, and structural equity have supported focused discussions of equity throughout this planning process. These detailed definitions are not part of Metro's official definition of equity.

### Detailed Definitions of Equity

<b>Procedural Equity</b>	<ul style="list-style-type: none"> <li>&gt; Proactive and accessible community engagement that bridges linguistic, technology, and ability gaps to meet communities where they are and enable participatory and representative decision-making processes.</li> <li>&gt; Ongoing systems of accountability and communication to build and maintain trust.</li> </ul>
<b>Distributive Equity</b>	<ul style="list-style-type: none"> <li>&gt; Allocation of benefits and amenities proportionate to levels of need and historic investment and based on self-identified community priorities rather than 'one-size-fits-all' solutions.</li> <li>&gt; Policies and resource management to ensure benefits reach intended recipients.</li> </ul>
<b>Restorative Equity</b>	<ul style="list-style-type: none"> <li>&gt; Acknowledgement of, and atonement for historic and ongoing systemic harms resulting from planning practice and policy.</li> <li>&gt; Commensurate actions, resources, and investments dedicated to remediation and prevention of further systemic harms.</li> </ul>
<b>Structural Equity</b>	<ul style="list-style-type: none"> <li>&gt; Evolution of decision-making bodies to reflect the communities they serve.</li> <li>&gt; Restructuring of organizational systems and hierarchies to empower historically marginalized groups.</li> </ul>

## PROJECT AND TASK FORCE BACKGROUND

The issues Metro intends to address through this Task Force process and Investment Plan are wide-ranging, reflecting the multimodal nature of the investment plan, the geographic scale of the study area, and the depth of context from which the current process emerged. An understanding of the equity issues centered in the Task Force process and Investment Plan relies on an understanding of the past two decades of planning and community advocacy around the I-710 South Corridor, and the last century of racial, economic, and environmental injustice, reinforced by public policy and infrastructure, which continue to impact the Corridor's surrounding communities today.

The I-710 and its five intersecting freeways (SR-60, I-5, I-105, SR-91, and I-405) reflect the shared legacy of many American freeways, many of which were intentionally routed through Black, Indigenous, and People of Color (BIPOC) neighborhoods, displacing residents, disconnecting communities from economic opportunities, and disproportionately subjecting entire neighborhoods to environmental harms and related health impacts. However, despite enduring the brunt of many planning and policy failures, the LB-ELA Corridor has sustained rich community identities and civic pride, and fostered significant activist movements for civil rights, cultural empowerment, transit justice, and environmental justice. These elements of the LB-ELA community history are discussed in greater detail in Section 3: Engage the Community.

Seeking a solution to an increasingly congested I-710 freeway, which serves as a regionally and nationally significant goods movement and commuter corridor, Metro and Caltrans proposed a widening from 8 to 16 lanes in the early 2000s. As initially proposed, the widening would have displaced over 660 homes along the freeway and worsened pollution in the corridor. A 2009 EPA report estimated

approximately 2,000 premature deaths associated with diesel emissions in the South Coast Air Basin, which includes urban Los Angeles and its surrounding counties.<sup>4</sup> In response to the Metro and Caltrans proposal, the Coalition for Environmental Health and Justice (CEHAJ) organized against the plan to advocate for a zero-emissions corridor project, contingent on local hiring and no displacements. Metro and Caltrans then launched an extensive public participation process (the 710 Metro Corridor Study) and the Environmental Impact Report (EIR) process. In 2012, the Draft EIR was released, to which CEHAJ responded with a proposal for Community Alternative 7 (CA 7). Despite the freeway's historical cost to surrounding communities, acknowledged in a 2018 Metro report,<sup>5</sup> the Metro Board approved its own alternative (5C) that same year, which still included a freeway widening element, incorporating an additional mixed-flow lane in each direction, truck bypass lanes, and reconfigured interchanges. The plan would have displaced an estimated 436 people in 109 homes and 158 businesses.<sup>6</sup>

CEHAJ and other Corridor residents continued to push back against alternative 5C, maintaining their demand for a mandatory zero-emissions policy to reduce pollution. Shortly thereafter, in 2021, the EPA ruled that the project would violate the federal Clean Air Act, stating that public agencies would be required to “develop a program that...will not increase and negatively impact public health”.<sup>7</sup> In September 2021, in response to the EPA ruling and the State of California rescinding support for the project, Metro and Caltrans suspended the planning process for alternative 5C, with an acknowledgement from the Metro Board that communities along the I-710 Corridor have long suffered impacts on health, air quality, mobility, and quality of life due to their proximity to existing freight-focused freeway facilities. In September of 2021, Metro and Caltrans initiated the I-710 South Corridor Task Force (since renamed as the LB-ELA Task Force) to re-evaluate the needs of the corridor and its communities, develop multimodal strategies to meet these needs, identify potential projects and programs based on those strategies, and create a prioritized investment plan to leverage local funding from Measure R<sup>8</sup> and Measure M<sup>9</sup> with goals of improving regional mobility, economic competitiveness, air quality, and the movement of people and goods.

The Task Force comprises approximately 40 community and regional stakeholders from a cross-section of communities, industries, public, business, and labor agencies. All of these individuals are directly impacted by or dependent upon the movement of people and goods through the Corridor. The Task Force is guided by the Community Leadership Committee (CLC), a group of 28 residents representing Corridor communities, whose direct involvement in the decision-making process provides critical insight into the lived experiences and priorities of those directly impacted by the Corridor's infrastructure and industries. Additional Working Groups, including an Equity Working Group, comprise Task Force and Community Leadership Committee members, allowing for topic-focused discussions to inform Task Force actions. The Equity Working Group has been instrumental in Metro's application of the EPET, contributing knowledge and technical expertise based in lived and professional experience, and constructive feedback

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<sup>4</sup> <https://www.asce.org/publications-and-news/civil-engineering-source/civil-engineering-magazine/article/2021/10/epa-suspends-california-interstate-710-project>

<sup>5</sup> <https://boardagendas.metro.net/board-report/2018-0053/>

<sup>6</sup> <https://www.asce.org/publications-and-news/civil-engineering-source/civil-engineering-magazine/article/2021/10/epa-suspends-california-interstate-710-project>

<sup>7</sup> <https://www.asce.org/publications-and-news/civil-engineering-source/civil-engineering-magazine/article/2021/10/epa-suspends-california-interstate-710-project>

<sup>8</sup> Measure R (2008) - Half-cent LA County sales tax measure to finance new transportation projects and programs, and accelerate those already in the pipeline.

<sup>9</sup> Measure M (2016) –Half-cent LA County sales tax measure to make Measure R permanent and fund additional projects to ease traffic, repair local streets and sidewalks, expand public transportation, earthquake retrofit bridges and subsidize transit fares for students, seniors and persons with disabilities.

on process, project/program proposals, evaluation methods, and considerations for future implementation.

## SECTION 1: CONNECTING COMMUNITY RESULTS TO PROJECT OUTCOMES

### IDENTIFICATION AND DESCRIPTION OF ISSUES

The Metro Board suspended the environmental review of the previous I-710 South Corridor Project's Alternative 5C due to the significant concerns that the proposed project could not meet air quality conformity standards; would create untenable displacement in disadvantaged communities adjacent to the freeway; and would contradict updated local, state, and federal policies related to freeway widening or expansion projects. At the same time, the Metro Board directed the Metro CEO to re-engage impacted communities along the LB-ELA Corridor, convene stakeholders, and develop a multimodal, multipurpose investment strategy for the LB-ELA Corridor that improves regional mobility and air quality while fostering economic vitality, social equity, environmental sustainability, and access to opportunity for LA County residents – especially for those most impacted by, and living or working adjacent to, the Corridor.

Throughout the past two decades of planning work around the I-710 South Corridor, a range of equity issues have been raised by community members, advocacy groups, and regulatory agencies. These issues have been at the forefront of Task Force and CLC processes, informing development of the goals, principles, projects and programs, and evaluation methodologies since the establishment of the Task Force and initiation of the Investment Plan directive. The project team also conducted a review of relevant planning and community documents to identify how past efforts have characterized and attempted to address needs and challenges in the Corridor. An existing conditions data analysis (detailed in Section 2: Analyze Data) further contributed to an understanding that people along the I-710 corridor are overburdened in a number of ways when compared with other parts of the region. Given the high percentage of BIPOC populations in the corridor, these issues reinforce racial inequities and demonstrate how structural racism manifests in urban communities.

Applying the framework of Distributive, Restorative, Procedural, and Structural Equity, the key issues Metro aims to address in this Investment Plan are summarized below:



## Distributive Equity Issues

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<b>High freeway emissions/ Poor air quality</b>	The I-710 South Corridor accounts for 20% of all particulate emissions in Southern California. <sup>10</sup> The high levels of diesel pollutants affecting communities within a quarter mile of the freeway has earned the name “diesel death zone,” referring to the linkage between diesel pollution and respiratory and cardiovascular health conditions. <sup>11</sup>
<b>Community health burdens</b>	The Corridor’s respiratory and cardiovascular health burdens resulting from freeway emissions and other sources of air pollution are compounded by long-standing disparities in health and access to healthcare. <sup>12</sup> Limited access to safe and comfortable active transportation and outdoor recreational infrastructure, <sup>13</sup> and exposure to heat through a lack of shade and greening <sup>14</sup> also contribute to health burdens in the Corridor.
<b>Unsafe/hostile streets for pedestrians and bicyclists</b>	Streets within the Corridor are generally designed for high volumes of vehicular traffic with limited or poorly maintained active transportation and pedestrian infrastructure. While some jurisdictions have introduced dedicated infrastructure and safer street design in recent years, a cohesive network of safe bike and pedestrian infrastructure is lacking throughout the corridor as a whole. Given high volumes of vehicles entering and exiting the freeway, bike and pedestrian safety is of particular concern surrounding freeway on/off-ramps and overcrossings. <sup>15</sup>
<b>Transit service reliability</b>	Reliable transit service is an issue most directly impacting access to resources and opportunities for the Corridor’s transit-dependent residents and workers. It also contributes to the share of “choice riders” within the Corridor, whose decisions to use transit over a personal vehicle have broader impacts on air quality, congestion, and street safety. <sup>16</sup> Additionally, the distribution of investment across transit services (e.g., Bus, Rail, and Micro transit) has historically prioritized service areas and riders with lower needs over those with higher needs. <sup>17</sup>
<b>Travel times</b>	High levels of congestion along the freeway and significant arterials impact community members’ ability to reach their jobs, schools, and other needs. Vehicle congestion impacts travel times for drivers, bus riders, and goods movement vehicles who all rely on major freeway and arterial routes. Travel times are also an issue for pedestrians and active transportation users in the corridor, who are often forced onto indirect routes given a lack of safe and connected infrastructure.
<b>Lack of green space and shade</b>	The presence or lack of tree canopy and green space is a major equity issue aligned with patterns of racial and economic segregation in the Corridor, with wide-ranging impacts on the urban heat island effect, air quality, stormwater runoff, pedestrian sun exposure, and overall streetscape quality. Lack of publicly accessible green space also limits access to opportunities for outdoor recreation, which impacts community health and quality of life. <sup>18</sup>

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<sup>10</sup> <http://www.agmd.gov/docs/default-source/news-archive/2021/JETSI-aug31-2021.pdf>

<sup>11</sup> [Nelson, Laura J. “710 Freeway is a ‘diesel death zone’ to neighbors,” Los Angeles Times, March 1, 2018.](#)

<sup>12</sup> [OEHHA CalEnviroScreen 4.0](#)

<sup>13</sup> [SCAG Regional Bikeways Data,](#)

<sup>14</sup> [Tree People, LA County Tree Canopy Map, CA Healthy Places Index](#)

<sup>15</sup> [SCAG Regional Bikeways Data, LA County Bikeways Open Data, Transportation Injury Mapping System \(TIMS\), 2017-2019](#)

<sup>16</sup> [LA Metro NextGen Bus Plan, Southeast LA \(SELA\) Transportation Study \(Giuliano et al., 2018\)](#)

<sup>17</sup> [How We Got Here: Three Decades of Equity at Metro \(Investing in Place, 2019\)](#)

<sup>18</sup> [Tree People, LA County Tree Canopy Map, Los Angeles County Park Needs Assessment](#)

## Distributive Equity Issues

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<b>Goods movement capacity and impacts</b>	The Corridor plays a nationally significant role in transporting goods to and from the Ports of Los Angeles and Long Beach, with expanding demand for freight capacity increasing pressure on existing infrastructure. The I-710 already carries tens of thousands of trucks daily, contributing to air quality, noise, congestion, and other environmental impacts to the surrounding communities. <sup>19</sup>
<b>Disconnected communities</b>	The I-710 reinforces and expands the division between communities on either side of the LA River. Many east/west crossings do not have safe bicycle infrastructure, and some crossings have missing, unpaved, or narrow sidewalks. Other freeways and rail infrastructure in the Corridor also impede connections between neighboring communities. These infrastructural barriers have enduring impacts on access to opportunity and amenities, and many serve as physical reminders of past displacement and dispossession. <sup>20</sup>

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## Procedural/Restorative/Structural Equity Issues

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<b>Historic disinvestment/disenfranchisement</b>	The past century of planning and policy decisions in the Corridor have created and reinforced patterns of segregation and disinvestment. Communities with highest need for investment frequently face greatest obstacles to civic participation and political power, including language barriers, educational opportunities, and time available for involvement. <sup>21</sup>
<b>Lack of trust from previous I-710 project</b>	The previous I-710 Freeway Expansion project was widely perceived as a continuation of harmful 20 <sup>th</sup> -century transportation planning practices, prioritizing industry over the health and livelihoods of Corridor residents. Despite emerging from an extensive public engagement and environmental review process, the board-approved Alternative 5C failed to address the needs and concerns of communities who would bear the project's adverse impacts, and eroded trust among many Corridor residents and environmental stakeholders. <sup>22</sup>
<b>Disparities in municipal capacity and resources within LB-ELA Corridor</b>	While the new Investment Plan aims to equitably distribute multimodal investments proportionate to levels of need throughout the Corridor, communities with the highest need will often have the least capacity to scope, plan, and implement projects, even with external funding available.

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<sup>19</sup> [LA Metro, LA County Goods Movement Strategic Plan, 2021](#)

<sup>20</sup> [Dividing Highways: Barrier Effects and Environmental Justice in California \(escholarship.org\)](#)

<sup>21</sup> [Healing LA Neighborhoods: A once-in-a-generation opportunity to create thriving and inclusive communities across Los Angeles | Prevention Institute](#)

<sup>22</sup> [East Yard Communities for Environmental Justice, I-710 Corridor](#)



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## OPPORTUNITY AREAS

The Task Force, CLC, and Working Groups collaborated to envision a future that balances the diverse needs of the Corridor's stakeholders as identified through community input, previous planning efforts, and existing conditions data analysis. Over several months, as described below, these groups thoughtfully composed and refined the Vision, Goals, and Guiding Principles as a framework to guide and focus the Investment Plan's proposed actions. The goals established in this process function as opportunity areas in which the Investment Plan's actions are able and intended to have impact.

### **December 2021: Listening Sessions**

- In December 2021, the project team held two LB-ELA Corridor Project Listening Sessions intended to engage members of the Corridor communities in developing a plan and investment strategy centered on local needs. The project team shared information regarding the process for creating a new plan for the Corridor and provided updates on the function and work of the LB-ELA Corridor Task Force. Community members expressed pride in the community outcry that resulted in the halting of the freeway widening project and shared a desire to move forward with a transparent process led by the community. Participants identified community priorities, including reduced traffic and emissions, improved public health and green space, expanded bike and pedestrian infrastructure, and no displacement of homes and businesses as proposed in the original I-710 South Corridor project (Alternative 5C).

### **February – March 2022: Vision and Goals Survey**

- From February to March 2022, Metro administered a Vision and Goals survey, through which the public identified their priorities for potential improvements in the Corridor, selecting up to three of the following: Air Quality, Community Health, Environment, Street Safety for all transportation users, Travel Options, Jobs and Economic Opportunities, and Housing. Over 3,000 stakeholders received the survey, and the 451 responses were made up of 427 members of the public and 24 Task Force members. 53% of respondents selected air quality as one of their top three priorities for improvements in the Corridor, followed by 51% selecting travel options, and 50% selecting street safety for all transportation users.

### **March 2022: Vision and Goals Public Meeting**

- The project team virtually held a Vision and Goals Development public meeting in March of 2022. It was attended by 83 participants, including 11 Task Force members or alternates and 50 members of the public. The meeting included an interactive discussion and poll, in which participants identified their priorities for potential improvements in the Corridor. The top priority areas included Air Quality (selected by 73% of participants as one of their top three areas of concern), Travel Options (50%), and Community Health (50%). Other areas of concern included Street Safety (43%), Environment (40%), Jobs and Economic Opportunity (13%), and Other (13%).
- Participants shared specific recommendations for goals related to the various areas of concern in the interactive discussion. Air Quality recommendations included a requirement that projects meet the Environmental Protection Agency's Clean Air Standards and that the Investment Plan support adding more trees and plants along the Corridor to promote clean air and reduce the heat island effect and air pollution. Mobility recommendations included establishing access to high-quality, multimodal mobility options and considering Americans with Disabilities Act (ADA) compliance. Safety recommendations included safer paths for pedestrians and bicyclists and the

incorporation of guidelines prioritizing safety policies. Economy recommendations included the creation of good-paying jobs with local hiring as a priority and support for commercial land uses.

#### **April – September 2022: Development and Approval of Vision, Goals, and Guiding Principles**

- **April 2022:** Preliminary Vision and Goals statements were presented to CLC, Task Force, and Equity Working Group for review and discussion. The Equity Working Group made a recommendation to consider elevating Equity as a Guiding Principle.
- **May 2022:** The CLC discussed and provided input on the language of the Vision and Goals. The Task Force voted to approve the proposed Equity Guiding Principle and continued discussing the Vision and Goals. The project team proposed elevating Sustainability as the second Guiding Principle.
- **June 2022:** The CLC and Task Force continued to discuss refinements to the Vision and Goals. The CLC voted to recommend a version of the Vision statement to the Task Force. The Task Force voted to approve the proposed Sustainability Guiding Principle.
- **July 2022:** The Vision statement was formally approved at the July 2022 Task Force meeting, along with the Goals of Air Quality, Mobility, Community, and Environment.
- **August 2022:** The Safety goal and the Opportunity Goal were formally approved at the August 2022 Task Force meeting, with the contingency with that a new Prosperity goal with a regional focus would be developed with input from the CLC. The CLC discussed the proposed Prosperity goal.
- **September 2022:** The Prosperity goal was refined and formally approved at the September 2022 Task Force Meeting. The Metro Board adopted the Vision, Goals, and Guiding Principles at its September 2022 meeting as official policy.

## Vision, Goals, and Guiding Principles

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<b>Vision Statement</b>	An equitable, shared I-710 South Corridor transportation system that provides safe, quality multimodal options for moving people and goods that will foster clean air (zero emissions), healthy and sustainable communities, and economic empowerment for all residents, communities, and users in the corridor.
<b>Equity Guiding Principle</b>	A commitment to: (1) strive to rectify past harms; (2) provide fair and just access to opportunities; and 3) eliminate disparities in project processes, outcomes, and community results. The plan seeks to elevate and engrain the principle of Equity across all goals, objectives, strategies, and actions through a framework of Procedural, Distributive, Structural, and Restorative Equity, and by prioritizing an accessible and representative participation process for communities most impacted by the I-710.
<b>Sustainability Guiding Principle</b>	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. A commitment to sustainability to satisfy and improve basic social, health, and economic needs/conditions, both present and future, and the responsible use and stewardship of the environment, all while maintaining or improving the well-being of the environment on which life depends.
<b>Air Quality Goal</b>	Foster local and regional clean air quality.
<b>Mobility Goal</b>	Improve the mobility of people and goods.
<b>Community Goal</b>	Support thriving communities by enhancing the health and quality of life of residents.
<b>Safety Goal</b>	Make all modes of travel safer.
<b>Opportunity Goal</b>	Increase community access to quality jobs, workforce development, and economic opportunities.
<b>Prosperity Goal</b>	Strengthen LA County's economic competitiveness and increase access to quality jobs, workforce development, and economic opportunities for all communities, with a focus on strengthening the 710 Corridor communities, which have been and continue to be harmed by economic activity and development.
<b>Environment Goal</b>	Enhance the natural and built environment.

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## DESIRED COMMUNITY RESULTS

The Investment Plan and Task Force process are intended to respond to the systemic issues and challenges described above, contributing to the advancement of broader aspirations for the Corridor and the region. The following Community Results summarize the aspirations voiced by the public, Task Force, and CLC members. If successfully aligned with the Vision, Goals, and Guiding Principles, the Investment Plan will have a meaningful impact in helping the Corridor reach these desired future states of well-being:

### Desired Community Results

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Healthy air for all to breathe

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Improved and healthier transportation options to community resources (jobs, schools, health centers, etc.)

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Reduced rates of health conditions such as asthma and heart disease, without disparities

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Safe and comfortable pedestrian, bicycle, and transit connections

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Zero collision-related injuries and deaths

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A zero-emission goods movement system

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Economic vitality, including high local employment rates and living wages

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An equitable workforce transition to support a green economy

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Residents and businesses protected from displacement

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Plentiful and accessible green space and shade

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Communities reconnected by green spaces along the LA River

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A trusting and balanced long-term partnership between Metro and LB-ELA Communities

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## II. ANALYZE DATA

The LB-ELA Corridor planning process was informed by extensive qualitative and quantitative data analysis to identify existing conditions, needs, and disparities among various communities within the Corridor as well as compared with the County. Based on the issues and opportunity areas identified for the Investment Plan, data were primarily analyzed for socioeconomic conditions, environmental conditions, community health, and travel patterns related to mode share, emissions, throughput, and safety. Community survey data and anecdotal insights from CLC and Task Force members were used to supplement and groundtruth quantitative data to gain a more comprehensive understanding of the LB-ELA Corridor communities.

### DATA SOURCES

Due to the size of the study area and scope of the Investment Plan, data were required to be broadly and consistently available at the countywide or regional level, across jurisdictions. Therefore, more localized data that might typically be considered for a single transportation project were not available or able to be analyzed for the entire study area. Given the early stages of project development, most individual projects in the Investment Plan will be evaluated using localized data as they go through design, environmental review, and implementation processes. Data from the following sources were applied in the analysis of existing conditions:

#### Data Sources

<b>Socioeconomic and Demographic</b>	<ul style="list-style-type: none"><li>&gt; US Census and American Community Survey</li><li>&gt; 2019 Longitudinal Employer-Household Dynamics (LEHD)</li><li>&gt; Urban Displacement Project Estimated Displacement Risk Index</li><li>&gt; University of Richmond - Mapping Inequality</li></ul>
<b>Environmental</b>	<ul style="list-style-type: none"><li>&gt; Office of Environmental Health Hazard Assessment (OEHHA) CalEnviroScreen 4.0</li><li>&gt; Southern California Air Quality Management District (SCAQMD) Multiple Air Toxics Exposure Study V (MATES V) (2021)</li><li>&gt; SCAQMD Air Quality Management Plan Health Effects Appendix (2022)</li><li>&gt; National Land Cover Database</li><li>&gt; Los Angeles County Park Needs Assessment</li><li>&gt; Southern California Association of Governments (SCAG) Land Use Map</li><li>&gt; EnviroStor Cleanup Sites Database</li></ul>
<b>Community Health</b>	<ul style="list-style-type: none"><li>&gt; OEHHA CalEnviroScreen 4.0</li><li>&gt; Public Health Alliance of Southern California</li><li>&gt; Emergency Department and Patient Discharge Datasets from the State of California, Office of Statewide Health Planning and Development (OSHPD)</li><li>&gt; SCAQMD MATES V</li></ul>
<b>Travel Patterns</b>	<ul style="list-style-type: none"><li>&gt; LA Metro Ridership Data</li><li>&gt; LA Metro Arterial Performance Measurement (Measure Up)</li><li>&gt; SCAG Regional Travel Demand Model</li><li>&gt; SCAG Connect SoCal (2020–2045 Regional Transportation Plan/Sustainable Communities Strategy)</li><li>&gt; SCAG Bicycle Routes Data</li><li>&gt; LA County Bikeways Data</li><li>&gt; Cambridge Systematics' location-based services data (LOCUS)</li><li>&gt; The National Performance Management Research Data Set (NPMRDS)</li><li>&gt; California Highway Patrol Statewide Integrated Traffic Records System (SWITRS)</li><li>&gt; Port Transportation Analysis Model (PortTAM)</li><li>&gt; Caltrans Performance Measurement System (PeMS)</li><li>&gt; Caltrans Traffic Accident Surveillance and Analysis System (TASAS)</li><li>&gt; Transportation Injury Mapping System (TIMS)</li></ul>

Qualitative and anecdotal data were also gathered through a series of in-person public engagement events in partnership with community-based organizations, and online through the Social Pinpoint mapping tool and survey.<sup>1</sup> A literature review of previous planning studies related to the Corridor and relevant issues throughout the region also contributed to an understanding of existing conditions; however, the literature review was conducted with consideration of the age, biases, and relevance of documents and sources.

The Project Team prepared an initial geospatial analysis in late 2021, which included maps displaying the range of conditions across Corridor communities, in addition to charts and other data visualizations to add detail and enhance understanding of Corridor conditions. This analysis was guided by the following questions:

- Where is the LB-ELA Corridor study area?
- Who lives and works in the LB-ELA Corridor study area?
- What mobility options, trends and challenges exist in the LB-ELA Corridor study area?
- What are the community impacts experienced in the LB-ELA Corridor study area?

Maps, graphics, and key findings from this analysis are included in the presentation in *Appendix A. Initial Existing Conditions Analysis*.

### Initial Existing Conditions Data Analyzed

<b>Study Area</b>	> Study Area and Jurisdictional Boundaries
<b>Socioeconomic and Demographic Characteristics</b>	<ul style="list-style-type: none"> <li>&gt; Population Density (persons per net acre)</li> <li>&gt; Employment Density (employees per net acre)</li> <li>&gt; Jobs by Industry Sector (commercial, professional services, industrial, other services)</li> <li>&gt; Race and Ethnicity</li> <li>&gt; Household Income</li> <li>&gt; Poverty Level</li> <li>&gt; Age</li> <li>&gt; Percentage of Individuals with a Disability</li> <li>&gt; Vehicle Ownership</li> </ul>
<b>Mobility Options, Trends, and Challenges</b>	<ul style="list-style-type: none"> <li>&gt; Freeway and Arterials</li> <li>&gt; Transit Services</li> <li>&gt; Metro Rail Boardings (daily average)</li> <li>&gt; Bicycle Facilities</li> <li>&gt; Bicycle and Pedestrian Gaps</li> <li>&gt; Existing Land Uses</li> <li>&gt; Commuters by Mode (work from home, transit, walk/bike, carpool, drive alone)</li> <li>&gt; Arterial Roadway Daily Vehicle Hours of Delay</li> <li>&gt; Arterial Roadway Speeds (morning and evening)</li> <li>&gt; I-710 Freeway Speeds (morning and evening)</li> <li>&gt; Bottlenecks along I-710 (northbound and southbound)</li> <li>&gt; I-710 Daily Vehicle and Person Trips</li> <li>&gt; Daily Vehicle Miles Traveled (VMT)</li> <li>&gt; I-710 Daily Truck Trips</li> </ul>

<sup>1</sup>A series of thirty-eight (38) community workshops and meeting presentations were conducted along the corridor between September and November 2022. With the support from local CBOs, the public outreach team also hosted eighteen (18) events along the corridor including pop-up events to support the notification and engagement efforts to gather input from different communities. The Social Pinpoint survey and interactive mapping tool (<https://arellano.mysocialpinpoint.com/metro-710-task-force/map#/>) was originally open from August 2, 2022, through September 8, 2022, and the response period was extended twice: to October 15, 2022, and once more to November 14, 2022, to accommodate more time for public feedback from community members. These efforts collected a total of 1,920 surveys and 985 mapping comments from the public during this phase.

<b>Community Impacts (Health &amp; Safety)</b>	<ul style="list-style-type: none"> <li>&gt; Bicyclist and Pedestrian Crash Data (location and severity)</li> <li>&gt; Truck Crashes (location and severity)</li> <li>&gt; All Vehicle Crashes (location and severity)</li> <li>&gt; I-710 Crashes (location and severity)</li> <li>&gt; Particulate Matter 2.5 (micrograms per meter<sup>3</sup>)</li> <li>&gt; Diesel Particulate Matter (annual tons)</li> <li>&gt; Asthma Rate (hospitalizations)</li> <li>&gt; Cancer Risk (exposure to air toxics)</li> <li>&gt; Ground Toxins Cleanup Sites</li> </ul>
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The initial existing conditions analysis was presented to the Task Force, CLC, and Working Groups for discussion, including input on additional metrics that should be added to the analysis, specifically from an equity perspective. A subsequent existing condition analysis produced for discussion with the Equity Working Group incorporated new metrics based on community and Task Force input, and applied Metro's Equity Focus Communities as an overlay to identify patterns and disparities in conditions for EFC and non-EFC areas within the Corridor. Maps, graphics, and key findings from this analysis are included in the presentation in *Appendix B. EFC-Based Existing Conditions Analysis*.

### EFC-Based Existing Conditions Data Analyzed

<b>Equity Focus Communities</b>	<ul style="list-style-type: none"> <li>&gt; EFC Areas (all)</li> <li>&gt; EFC Areas by Equity Tier</li> </ul>
<b>Socioeconomic and Demographic</b>	<ul style="list-style-type: none"> <li>&gt; Poverty Rate by Race/Ethnicity within Corridor</li> <li>&gt; Percent Renter by Race/Ethnicity within the Corridor</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>&gt; Diesel Particulate Matter (+ overlay with EFCs)</li> <li>&gt; Collisions involving Bicyclists or Pedestrians (+ overlay with EFCs)</li> <li>&gt; Tree Canopy (+ overlay with EFCs, Zero-Vehicle Households)</li> </ul>
<b>Infrastructure &amp; Amenities</b>	<ul style="list-style-type: none"> <li>&gt; Park Need (+ overlay with EFCs)</li> <li>&gt; 2045 High Quality Transit Areas (+ overlay with EFCs, Population Density, Zero-Vehicle Households)</li> </ul>
<b>Economic Opportunities</b>	<ul style="list-style-type: none"> <li>&gt; Employed Population (+ overlay with EFCs)</li> <li>&gt; Employed Population with &gt;45 Minute Commute Time (+ overlay with EFCs)</li> </ul>
<b>Essential Needs</b>	<ul style="list-style-type: none"> <li>&gt; Supermarket Access (+ overlay with EFCs)</li> </ul>

## DATA ANALYSIS SUMMARY

As outlined above, an extensive collection of data was analyzed throughout the early stages of the Task Force and Investment Plan process. This section of the documentation presents selected findings from this analysis in response to the following questions from the EPET:

- **2.b.** Is there an impacted geographic area? If so, what is the geographic area?
- **2.c.** What are the demographics of impacted area, users, or other community?
- **2.d.** What does the data tell us about existing community disparities in race, ethnicity, and income, that may influence the proposed action's outcomes?

## Impacted Areas

Drawing on the findings of existing conditions analysis, this EPET documentation focuses on two geographies as 'impacted areas' of the LB-ELA Corridor Investment Plan:

1. The full **LB-ELA Corridor** area - Shown in blue against LA County in yellow in *Figure 1. LB-ELA Corridor Study Area (LA County Context)*
2. Metro's **Equity Focus Communities (EFCs)** within the LB-ELA Corridor - Shown in pink in *Figure 2. LA Metro Equity Focus Communities (LB-ELA Corridor Context)*. EFCs are the census tracts identified by Metro's Office of Equity and Race, which have higher concentrations of low-income households, residents who are Black, Indigenous, and other People of Color (BIPOC), and share of households with no access to a car. People in these census tracts lack access to mobility and face more mobility barriers compared to non-EFC census tracts.

Figure 2. LB-ELA Corridor Study Area (LA County Context)

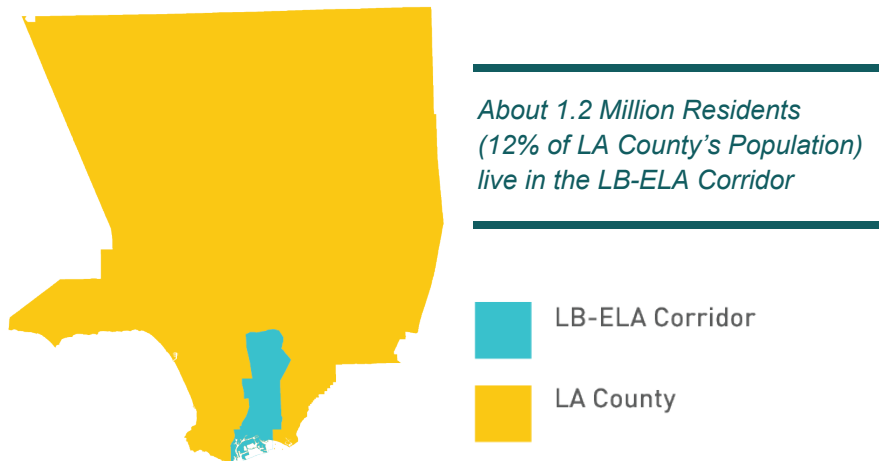
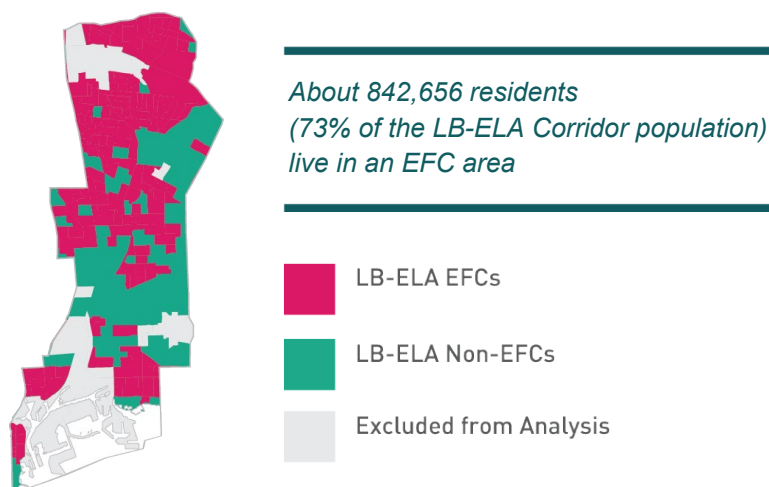


Figure 1. LA Metro Equity Focus Communities (LB-ELA Corridor Context)





In reference to the maps above, figures throughout this section utilize color-coding to compare data for these four geographic extents to highlight key characteristics and disparities within the impacted areas: LA County (yellow), the LB-ELA Corridor area (blue), LB-ELA EFC areas (pink), and LB-ELA non-EFC areas (green).

### Demographics of Impacted Areas

The LB-ELA Corridor is home to approximately 1.2 million residents, 73% of which live in EFC areas. As shown in *Figure 3. Youth and Senior Age Groups*, the LB-ELA Corridor and EFCs within the corridor both have relatively high youth populations and relatively low senior populations compared to the County and Non-EFCs in the corridor, respectively.<sup>2</sup> The Corridor's average household size is 3.9, which is about 30% higher than the County's average.<sup>3</sup>

As shown in *Figure 4. Race/Ethnicity*, The LB-ELA Corridor as a whole and EFCs in the Corridor are majority-BIPOC, both with substantially higher shares of Latino residents, and lower shares of white and Asian residents compared to the County and Non-EFCs in the corridor. The share of Black or African American residents is relatively similar across geographies.<sup>4</sup> Historical census data shows that the share of Black residents has declined substantially in many LB-ELA corridor communities since the 1980s, as the share of Latino residents increased. Change in the Corridor's racial and ethnic composition over time is discussed further in Section 3: Engage the Community.

Despite its importance to the regional economy, the Corridor has a slightly lower average percentage of the workforce who are employed (71%) than LA County (74%), with a majority of the Corridor's lowest employment rates (as low as 49%) associated with EFCs.<sup>5</sup> The Corridor's manufacturing history and proximity to the ports have created a largely industrial and commercial economy, with nearly twice the share of industrial jobs in the Corridor (29%) as in the County as a whole (16%), and a lower share of service and professional jobs.<sup>6</sup> Likewise, the study area has more industrial and residential land uses than the County as a whole,<sup>7</sup> with proximity between residential and industrial land uses contributing to pollution impacts and associated health risks.

The Corridor's median household income (\$56,005) is substantially lower than the County's (\$75,887),<sup>8</sup> and analyzed across income groups, the Corridor has a lower share of high-income households than the County. Similarly, the share of households below the poverty level is high in the Corridor compared to LA County as a whole.<sup>9</sup>

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<sup>2</sup> Data from the 2015-2019 American Community Survey 5-year estimates.

<sup>3</sup> U.S. Census

<sup>4</sup> Data from the ACS 2019 5-year estimate: 74.6% Hispanic or Latino, 8.9% NH Black or African American, 8.6% NH White, 5.9% NH Asian, 1.3% Multiple Races, 0.3% NH, Native Hawaiian or Pacific Islander, 0.2% Other.

<sup>5</sup> East Los Angeles, Commerce, Compton, East Compton, Long Beach, Wilmington, and San Pedro.

<sup>6</sup> Data from 2019 Longitudinal Employer-Household Dynamics.

<sup>7</sup> SCAG Land Use Map, land use in square feet.

<sup>8</sup> Data from 2015-2019 American Community Survey.

<sup>9</sup> Data from 2015-2019 American Community Survey.

Figure 3. Youth and Senior Age Groups

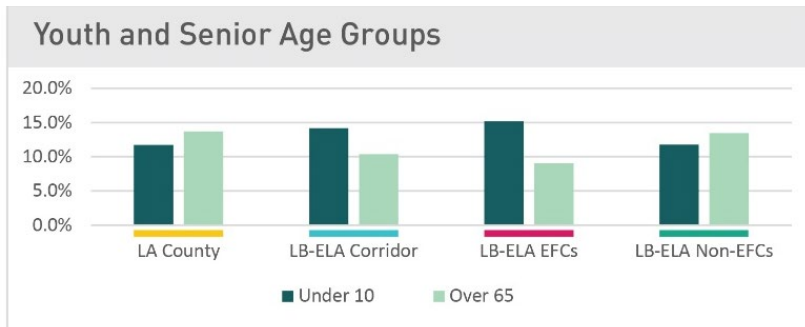
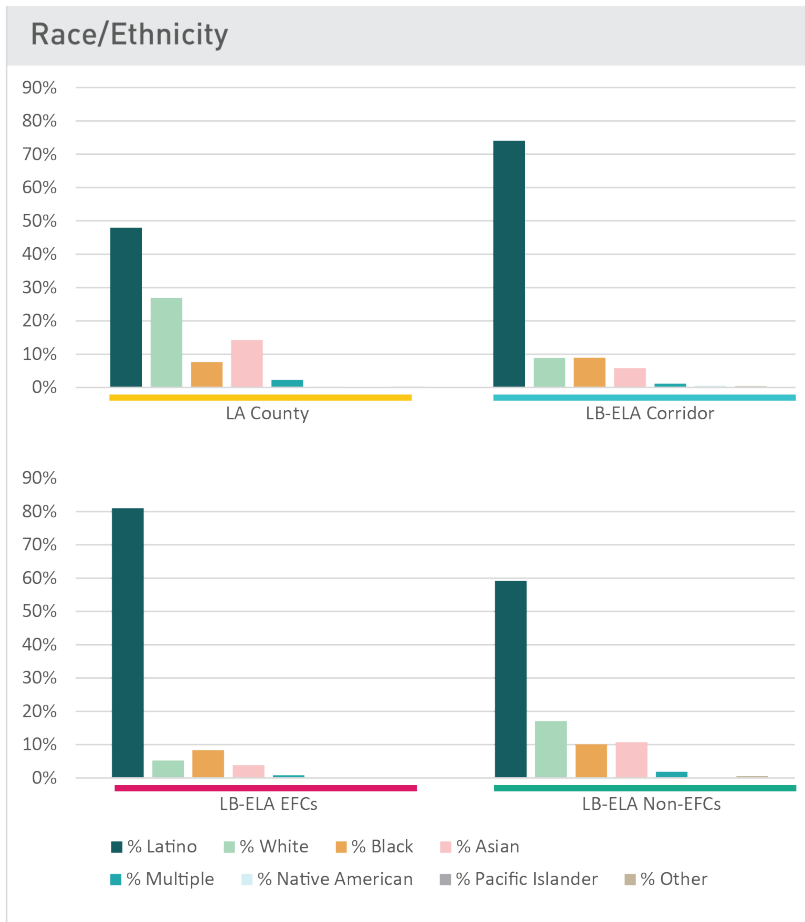


Figure 4. Race/Ethnicity



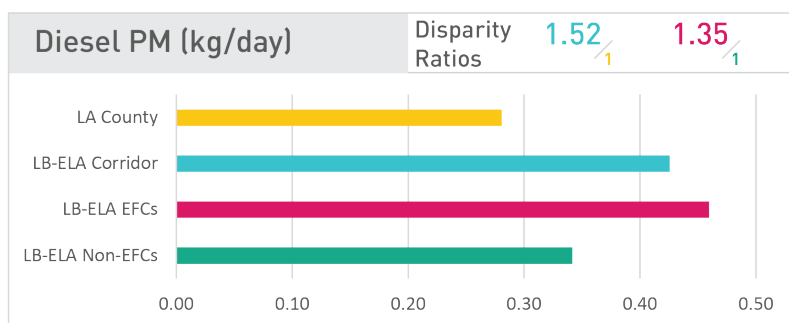
## Existing Community Disparities

Census data clearly demonstrates existing disparities in outcomes among demographic groups in the Corridor, such as the average per capita income of \$33,870 for non-Hispanic white residents compared to \$18,297 for Hispanic or Latino residents.<sup>10</sup> Due to the size of the study area and wide range of relevant data sets, it was not possible to disaggregate all data related to environmental conditions, infrastructure, or services by race/ethnicity or income levels. However, Metro's Equity Focus Communities were applied as an overlay and geoprocessing filter to document disparities for areas with the highest concentrations of low-income households, BIPOC residents, and share of households with no access to a vehicle.

In the equity-focused existing conditions analysis, the Project Team explored key data points related to the Corridor's equity issues and opportunity areas, measuring access to health and safety, economic opportunities, infrastructure and amenities, and essential needs in the Corridor, and using the EFC overlay to identify disparities. In most of these data points we see a consistent pattern of disparity - the LB-ELA Corridor facing greater burdens than the rest of the County, and EFCs facing greater burdens than the non-EFC areas within the Corridor. Key findings of this analysis are summarized below. Some selected metrics are illustrated in charts with disparities summarized as ratios of the score for the County to the Corridor, and the score for Corridor EFCs to Corridor non-EFCs.

The most critical disparity facing both the Corridor, and Corridor EFCs, is exposure to Diesel Particulate Matter pollution (*Figure 5*), with substantial disparities in rates of hospitalization for asthma (*Figure 7*) and cardiovascular disease (*Figure 8*) also facing impacted areas. Data shows slight PM2.5 disparities (*Figure 6*) facing impacted areas, but suggests that major variations in PM2.5 generally occur at a larger, regional scale.

*Figure 5. Diesel Particulate Matter*



<sup>10</sup> Data from the U.S. Census, Findings by race: NH White (\$33,870), Asian (\$29,904), Black/African American (\$25,120), Other (\$18,540), Latino/Hispanic (\$18,297).

Figure 6. Particulate Matter 2.5

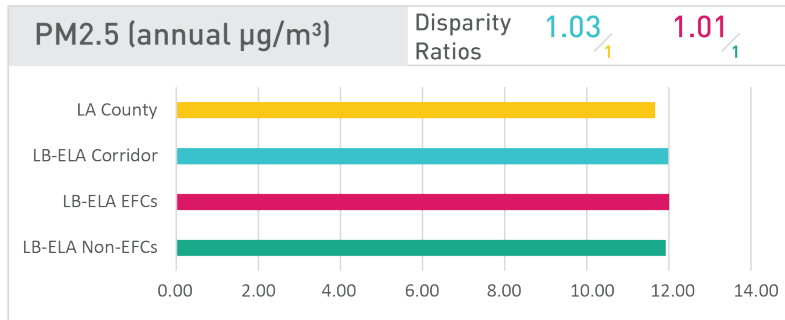


Figure 7. Asthma

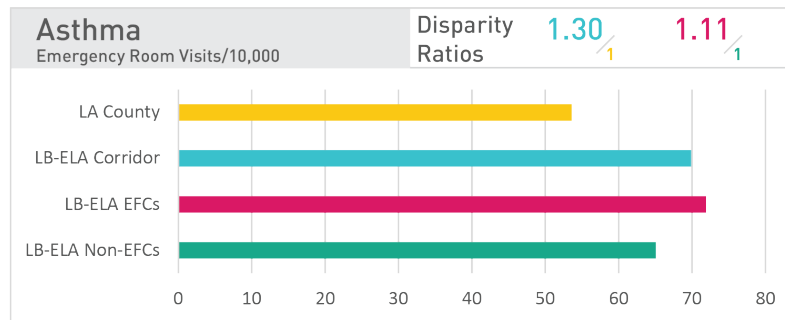
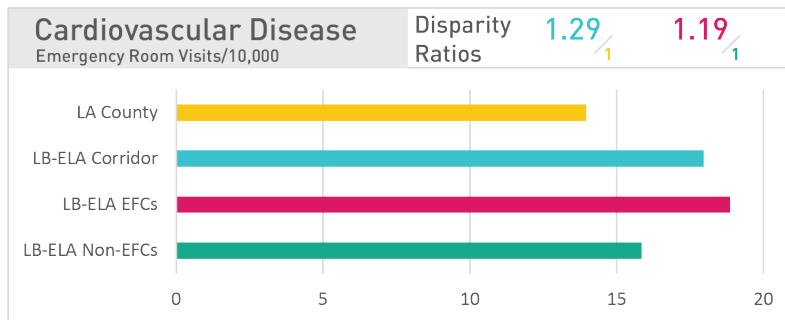


Figure 8. Cardiovascular Disease



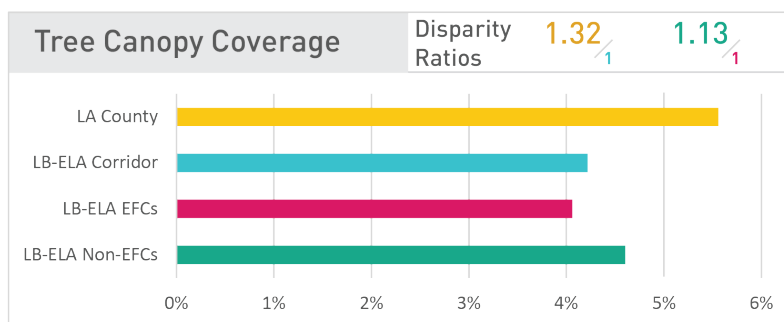
Health and transportation infrastructure are linked not only through the health impacts of exposure to vehicle-based pollution, as demonstrated above, but also through the conditions that allow people to safely travel by foot, bicycle, or other modes that increase physical activity. Access to high quality active transportation and transit options is especially critical for zero-vehicle households. The average percent of households without a vehicle in the Corridor is 9.3%, and 11.4% in study area EFCs, compared to 8.7% in the County.

Active transportation infrastructure is lacking throughout the Corridor, particularly throughout much of the northern Corridor cities. Much of the existing active transportation network suffers from fragmentation and maintenance issues, with few safe active transportation connections across the I-710 and LA River.<sup>11</sup>

Fortunately, transit access is not an area of disparity for the Corridor or EFCs. A substantial portion of the study area (78%) is located within SCAG's 2045 High Quality Transit Areas (HQTAs), a designation based on the planned transit system according to the SCAG 2020-2045 Regional Transportation Plan. An even higher proportion of study area EFCs are located in 2045 HQTAs (85%), while only 60% of LA County falls within a 2045 HQTAs.

A dense and healthy tree canopy provides numerous benefits at the nexus of environmental health, air quality, physical health, and walkability. As shown in *Figure 9*, the Corridor and EFCs face a disparity in tree canopy coverage. Average tree canopy (the percentage of land covered by tree canopy, weighted by people per acre) in LA County is 5.5%, compared to 4.2% in the Corridor. In EFC areas within the study area, tree canopy is slightly lower at 4.1%, compared to non-EFCs at 4.6%.<sup>12</sup>

*Figure 9. Tree Canopy Coverage*



On their surface, socioeconomic disparities such as employment rates and housing cost burden may seem disconnected from transportation planning, however major infrastructure investments can have substantial impact on employment opportunities through introduction of new jobs, and increased access to job centers. New investments can also have potential impacts on housing stability and economic displacement pressure. For these reasons, it is important to understand the Corridor's existing conditions and disparities. As shown in *Figure 10*, ACS data indicates that people in the Corridor and EFCs experience moderate disparities in unemployment rates. In *Figure 11*, ACS data indicates a notable disparity in the share of Housing Burdened Low-income Households in EFCs (27%) compared to non-EFCs in the Corridor (19%).<sup>13</sup>

<sup>11</sup> Bikeways Data from Southern California Association of Governments and LA County

<sup>12</sup> CDPH/National Land Cover Database, accessed via the California Healthy Places Index

<sup>13</sup> Data from the 2015-2019 American Community Survey 5-year estimates

Figure 10. Unemployment

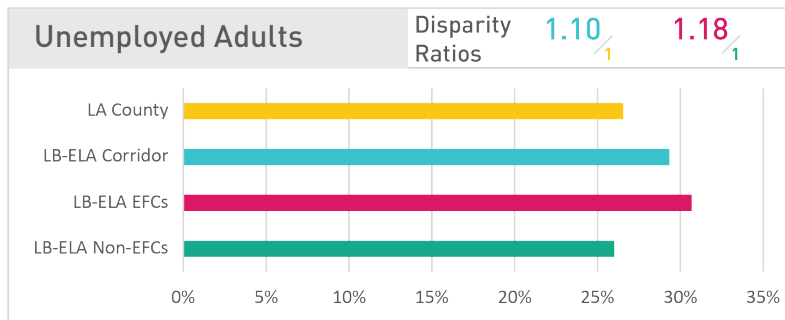
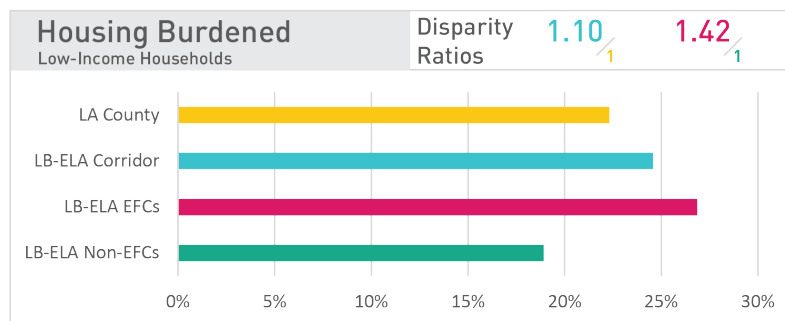


Figure 11. Housing Burden









### III. COMMUNITY HISTORY AND ENGAGEMENT

#### COMMUNITY HISTORY OVERVIEW

##### EPET Questions

*What do we know about the community, particularly any marginalized groups, and their history, relationship, or previous engagement with Metro?*

*What historic investments, decisions, events, developments, or disinvestment strategies have contributed to current community conditions and how have they been considered in this proposed action?*

*Who are the community members most vulnerable to negative impacts and/or living in historically marginalized or neglected areas that are affected by this proposed action? Consider community members that might be indirectly or unintentionally impacted.*

*What did you learn from the engagement about the root causes that produce or perpetuate racial/ethnic, income, or other inequities related to this proposed action?*

The Los Angeles Basin has been home to the Tongva people for thousands of years, with several Tongva villages located within or closely bordering the current LB-ELA Corridor (the Corridor).<sup>1</sup> From the 1500s to 1800s, Spanish colonization and establishment of the missions subjected the Tongva population to disease, violence, forced conversion and slave labor. Following Mexican independence from Spain in 1833, the Corridor was within Mexican borders for fifteen years, during which the last remaining Gabrielino-Tongva towns were destroyed. In 1847, during the second year of the Mexican-American War, the decisive Battle of Rio San Gabriel was fought just outside the LB-ELA Corridor, giving the United States control of Los Angeles leading up to the Treaty of Guadalupe Hidalgo in 1848.<sup>2,3</sup>

In the second half of the 1800s, most of the Corridor area was divided into Mexican Land Grants or 'ranchos', with the young City of Los Angeles abutting the northwest corner of the corridor.<sup>4,5</sup> Over time, landowners sold the land, forming the basis for present-day cities and neighborhoods located in the LB-ELA Corridor. In the 1870s, the nexus of transportation infrastructure and economic and industrial growth was established with Southern California's first railroad that connected San Pedro Bay and Los Angeles along the Alameda Corridor.<sup>6</sup> Population, industry, and infrastructure continued to expand in the early 20th century. Pacific Electric Red Car Streetcar Lines opened in the early 1900s, and a Central Manufacturing District was zoned by the City of Los Angeles along the Los Angeles River, which included

<sup>1</sup> Tongva Map by ESRI User jcomposas17: <https://www.arcgis.com/home/item.html?id=50e27d3f806f407d82741e8d359add91>

<sup>2</sup> <https://gabrielinotribe.org/history/>

<sup>3</sup> <https://www.gabrieleno-nsn.us/timeline>

<sup>4</sup> Surveys of original Spanish and Mexican land grants (Ranchos)  
<https://hub.arcgis.com/maps/6453f54690a84dc18b8396fceb54c83/about>

<sup>5</sup> <https://www.rancholoscerritos.org/tongva/>

<sup>6</sup> <https://la.curbed.com/2015/11/9/9902244/red-car-map-los-angeles>

several manufacturing industries and sub-par housing for workers.<sup>7</sup> Following the “Great Free-Harbor Fight” of the 1890s, San Pedro harbor was officially established as the Port of Los Angeles (POLA), supported by the City of Los Angeles’ annexation of the harbor along with the sixteen-mile “shoestring district” connecting the harbor to the rest of the City in 1909. Within five years, the founding of the adjacent Port of Long Beach (POLB) and opening of the Panama Canal positioned POLA and POLB as the primary ports of call for Pacific and Atlantic trade.<sup>8</sup>

Industrial growth led to more demand for cheap labor, much of which was met by immigrant populations.<sup>9</sup> As the region’s population grew and diversified, the Great Depression heightened resentment toward workers of Mexican descent and major deportation raids took place as part of Mexican Repatriation efforts. At the same time, policies like Redlining formalized racism and discrimination against Black, Indigenous and other People of Color (BIPOC), as well as other ethnic minority populations in the housing market, particularly against African American people (see “What is Redlining?” explainer on the next page for more information).<sup>10</sup>

As the US entered World War II, major industrial growth occurred to support the war effort, and many African American people migrated to the Corridor to fill defense manufacturing jobs, encouraged by the higher pay and President Roosevelt’s executive order banning discrimination in defense industries.<sup>11</sup> Mexican American people also benefitted from expanded access to higher paying jobs in defense and other industries, as demand grew during the war. Despite the Mexican deportation and repatriation efforts of the 1930s, Mexican immigrant labor was formally encouraged through the establishment of the Bracero program in the early 1940s, to fill agricultural jobs left empty by American workers who enlisted in the armed forces or sought higher paying jobs in the defense industry.<sup>12,13</sup> However, once again, the rise in immigration further heightened white resentment toward Black and Latino residents – especially working-class youth – with notable events like the Sleepy Lagoon Murder trial and Zoot Suit riots occurring within and near the Corridor.

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<sup>7</sup> <https://www.pbssocal.org/the-right-to-live-southeast-los-angeles-life-in-three-moments>

<sup>8</sup> <https://www.pbssocal.org/shows/departures/brief-history-of-the-ports-of-los-angeles-and-long-beach>

<sup>9</sup> Gratton, Brian and Merchant, Emily. Immigration, Repatriation, and Deportation: The Mexican-Origin Population in the United States, 1920–1950.

<sup>10</sup> Hillier, Amy E., "Redlining and the Homeowners' Loan Corporation" (2003). Departmental Papers (City and Regional Planning).

<sup>11</sup> <https://capitolmuseum.ca.gov/exhibits/called-to-action-californias-role-in-ww2/social-justice/#:~:text=Between%201942%20and%201945%2C%20340%2C000,defense%20plants%20of%20California%27s%20cities.>

<sup>12</sup> [https://www.nps.gov/parkhistory/online\\_books/5views/5views5d.htm](https://www.nps.gov/parkhistory/online_books/5views/5views5d.htm)

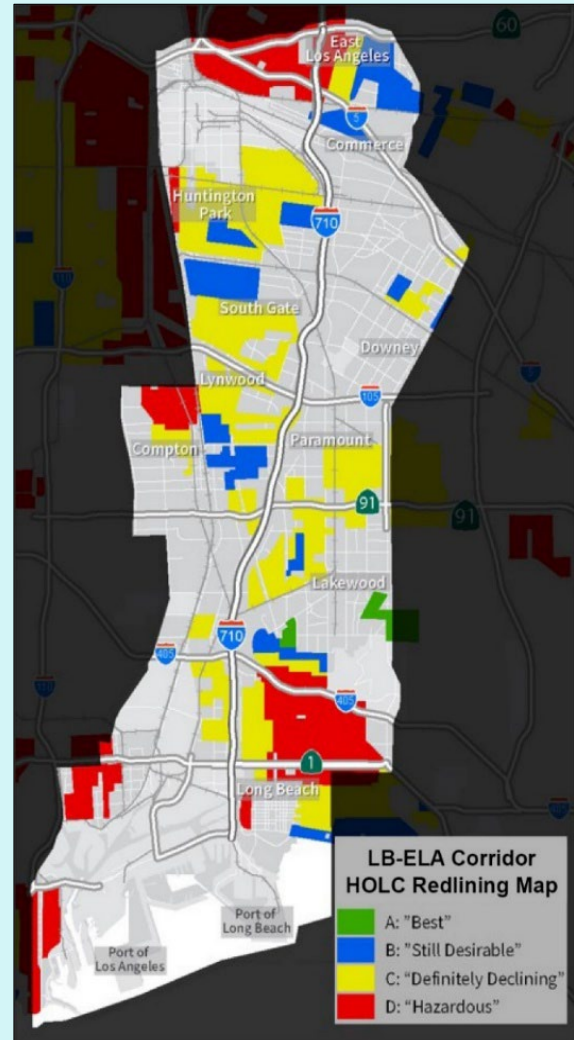
<sup>13</sup> Gratton, Brian and Merchant, Emily. Immigration, Repatriation, and Deportation: The Mexican-Origin Population in the United States, 1920–1950.

## What is Redlining?

Between 1935 and 1940, the Home Owners' Loan Corporation (HOLC) was tasked with assessing mortgage risk on a nationally standardized grading scale, which was grounded in explicitly anti-Black and anti-immigrant ideology. The color-coded grades were mapped onto residential areas for many US cities, systematically promoting and reinforcing racial segregation. While other factors were considered, assessments were primarily concerned with race, negatively referencing 'heterogeneous' populations, 'subversive racial elements' and 'threat of infiltration by racial influences', with the Grade of D typically reserved for areas with any presence of African American residents.

Redlining dramatically impacted the ability of African Americans and other BIPOC and immigrant populations to access mortgages or loans for upkeep, resulting in cycles of disinvestment and disrepair in "high-risk" neighborhoods. Real estate boards also advocated for including racially restrictive covenants in property deeds, reinforcing segregation on the basis of protecting home values in "low-risk" areas.

Redlining's impacts persist today in several features of the housing market (e.g., neighborhood exclusivity and *de facto* segregation, quality of housing stock, and permitted densities) in addition to land use patterns, socioeconomic outcomes, public health, environmental health, and investment in infrastructure. Disparities in conditions and outcomes often reflect Redlining patterns, and studies have shown statistically significant associations between Redlining and life expectancy, mental health, and several chronic diseases and health conditions.



*Note: Redlining occurred prior to the construction of any major freeways (freeways labeled on map for visual reference)*

### Sources:

National Community Reinvestment Coalition. *The Lasting Impact of Historic "Redlining" on Neighborhood Health* (2020)

Hillier, Amy E., "Redlining and the Homeowners' Loan Corporation" (2003)

Rothstein, Richard. *The Color of Law* (2018)

Robert K. Nelson, LaDale Winling, Richard Marciano, Nathan Connolly, et al., "Mapping Inequality," *American Panorama*, ed. *Segregation in the City of Angels: A 1939 Map of Housing Inequality in L.A.* | KCET

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*"I grew up in the city of South Gate, along the railroad that runs through the City – I thought that was what all communities looked like...You could smell the chemicals when you wake up in the middle of the night growing up in Southeast LA.*

*Sometimes when the trucks go through, they rattle these old homes built in the 30s [without great structural stability] because they've been denied financing and other opportunities to maintain their homes"*

*- Task Force Member*

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Meanwhile, a growing region and an increasingly powerful auto industry, along with a federal push for transportation infrastructure and expansion of the interstate highway system, opened the door to freeway construction and a rise in personal automobile use. As a result, the region quickly experienced 'smog attacks' by the early 1940s. After the war, racially segregated suburbs continued to emerge throughout the LB-ELA area, and several areas of the Corridor remained predominantly if not exclusively white through the period of post-war suburbanization. For example, as of the 1960 census, Lakewood's population of 67,126 was 99.8% white, with only seven Black residents and 128 residents of other races.<sup>14,15</sup> Intended to connect

growing suburbs to employment centers, freeway construction also served the agenda of Urban Renewal through demolition of areas perceived as "blighted" (often referring to BIPOC communities that had been neglected from public investment). Throughout the 1960s, shifts toward desegregation and growth of BIPOC communities coincided with mass displacements and increasingly tangible environmental impacts from the Corridor's industries and freeways.

The fight for housing rights and civil rights saw both progress and resistance in California between the late 1950s and the passage of the Fair Housing Act of 1968. In 1959, the Unruh Civil Rights Act and California Fair Employment and Housing Act both offered protections to BIPOC residents against forms of housing discrimination and harassment. However, a year after California legislature built upon its fair housing progress through the 1963 Rumford Act, voters repealed the law through the passage of California Real Estate Association-backed Proposition 13, which was later found unconstitutional by the California Supreme Court in 1996.<sup>16</sup>

While housing discrimination was legally prohibited by the Fair Housing Act, tensions from decades of racism and discrimination remained high, and many white homeowners furiously resisted attempts at integration. Just three years prior to the Fair Housing Act, the 1965 Watts Rebellion (also referred to as the Watts riots or Watts Uprising) erupted in response to rampant police brutality and broader racial injustice, with much of the unrest occurring just west of the LB-ELA Corridor. A Community Leadership Committee (CLC) member who grew up in the Corridor reflected on the trauma of experiencing the Watts Rebellion as a six-year-old, watching in fear as a gas station burned nearby, and as National Guard members entered her community carrying rifles. From the late 1960s through the 1980s, many middle-class and working-class white households left neighboring suburban areas such as Compton, Huntington Park, and South Gate in response to desegregation, fears of further civil unrest stoked by blockbusting real estate prospectors, and declining union job opportunities in the waning aerospace and manufacturing industries.

Still, desegregation increased housing options for Black and Latino communities in the late 1960s and early 1970s, and the Latino population became the majority throughout most of the corridor's northern and northwestern cities, while the Black population grew substantially in western corridor cities. Both in response to worsening conditions of disinvestment, and in celebration of strengthening cultural identities,

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<sup>14</sup> <https://dot.ca.gov/-/media/dot-media/programs/environmental-analysis/documents/ser/tract-housing-in-ca-1945-1973-a11y.pdf>

<sup>15</sup> <https://www2.census.gov/library/publications/decennial/1960/population-volume-1/vol-01-06-d.pdf>

<sup>16</sup> <https://www.fairhousingnorcal.org/history-of-fair-housing.html>

Latino and Black communities in the Corridor fostered the activism of the Civil Rights Movement, the Chicano Movement, and organizations like the Black Panther Party and the Congress of Racial Equality (CORE). These movements helped organize major political demonstrations in the late 1960s including the East LA Walkouts, in protest of underinvestment in predominantly Latino schools, and the National Chicano Moratorium March against the Vietnam War. In 1975, a large population of Cambodian refugees settled in Long Beach, having fled the Khmer Rouge, establishing a significant cultural community that remains central to Long Beach's identity today. The 1960s and 1970s were defining decades for the Corridor as a hub of political organizing and cultivation of cultural resilience, solidifying the foundation for community advocacy at the intersection of racial justice, environmental justice, and mobility justice that has shaped the formation of the Task Force and Investment Plan today.

However, as these communities grew, so did the network of freeways that carved through the Corridor, leaving immediate disruption and long-lasting environmental impacts in their wake. In the case of the I-710, initially designated as California Route 15 and known as the "Los Angeles River Freeway" due to its alignment parallel to the LA River, the cities of Los Angeles and Long Beach had been exploring development of a port highway since the early 1920s to establish an export route from the Central Manufacturing District in Southeast Los Angeles. While freeway design, construction, and land acquisition were technically under the state's powers, the City of Long Beach initiated and funded construction of the freeway in 1953, which was eventually added to the Interstate Highway System as I-710 in 1984, twenty years after its completion in 1964.<sup>17</sup> In addition to

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*"[Learning about the I-710 History], I was stunned by the similarities with my hometown of Orlando, and how the FHA built highways and severed the community. Now many of the residents are dealing with health issues that came from that. This hostile infrastructure still exists, and they are vital parts of the state's transportation system at large. How do we continue to work around infrastructure that severed the community? How do we devise ways to cultivate a healthy environment for these folks?"*

*- Task Force Member*

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displacing tens of thousands of residents, construction of several freeways throughout the Corridor displaced business districts that residents depended on for their daily needs, creating areas of disinvestment and disrepair while physically separating neighborhoods from one another.<sup>18</sup> At the same time, freeway construction directed tens of thousands of polluting vehicles to travel through these communities every day in perpetuity, contributing to ongoing health and safety impacts for residents.

Freeway construction in the Corridor did not go unchallenged, but working-class Black and Latino communities were not privileged with the same level of influence enjoyed by wealthier, whiter, and more politically connected communities like South Pasadena, who successfully stopped construction of the planned northern segment of the I-710.<sup>19</sup> Still, resistance to freeway construction in marginalized communities achieved lasting impacts, as demonstrated in the case of the I-105 (Century Freeway), which intersects the Corridor through portions of Lynwood, Paramount, South Gate, and Downey. The I-105 project required acquisition of over 6,000 properties, leading to displacement of an estimated 21,000 residents, in predominantly Black communities. However, in the months leading up to construction in 1972, a group of residents, civil rights and environmental organizations, and the City of Hawthorne, filed a lawsuit against the state and federal agencies leading the project (Keith v. Volpe), halting its progress for over a decade. Construction was eventually allowed to proceed through a consent decree that required

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<sup>17</sup> <https://dot.ca.gov/-/media/dot-media/programs/environmental-analysis/documents/ser/tract-housing-in-ca-1945-1973-a11y.pdf>

<sup>18</sup> <https://www.pbssocal.org/shows/departures/the-710-long-beach-freeway-a-history-of-americas-most-important-freeway>

<sup>19</sup> <https://www.metrans.org/assets/research/the%20implications%20of%20freeway%20siting%20in%20california.pdf>



the state to relocate or replace housing removed for freeway construction, include a local hire and job training program, reduce the number of lanes, and incorporate a transitway (now Metro C Line, which runs down the center of the freeway).<sup>20</sup>

The expansion of private automobile use and public investment in auto-oriented infrastructure had contributed to a significant decline in transit ridership, the closure of streetcar lines, and a significant decline in air quality by the late 1960s. Growing concerns around the harms of a freeway-centric transportation system, shifting political views on transit at the local and federal level, and intersecting movements of civil rights and environmental advocacy led to formation of the Southern California Rapid Transit District (SCRTD) and the Southern California Air Quality Management District (SCAQMD), and were reflected in pivotal moments such as the I-105 consent decree. The Southern California Rapid Transit District's efforts to reintroduce rapid transit service – initially hindered by lack of funding and political support for implementation in the 1960s – gained traction in the 1970s, and the passing of Proposition A in 1980 secured a half-cent sales tax for a regional rapid transit system.<sup>21</sup>

In 1990, the Metro Blue Line (now A Line) light rail became the region's first local rail transit facility in 30 years, running through the cities of Long Beach and Compton within the LB-ELA Corridor area. Proposition C added further tax funding to support rail expansion among other transportation projects. However, in the midst of this renewed investment in rail transit, bus riders continued to experience substandard service, and the Bus Riders Union filed a civil rights lawsuit against Metro for discriminatory over-investment in rail transit at the expense of bus service and riders, resulting in a consent decree settlement to address fares, overcrowding, and bus conditions.<sup>22</sup> In 2020, Metro adopted the first major bus service revamp in 30 years, developing the NextGen Bus plan to increase bus service, frequency, reliability, and improve first-last mile connections and bus stop environments.

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*"It's upsetting to see how we're still impacted by things that happened decades ago. [Despite] all the work, there are still forces that don't want to see improvement. That are coming into the community and taking over. Things done to get Black ownership out of the homes..."*

*I've been in my house 32 years, but the challenges of buying this house were unbelievable. I had over ten years employment, a down payment, stability, one thing on my credit report that was 5 years old, and my realtor reached out to several banks that all declined me. They didn't want a young Black woman to own property at the time. I have no doubt a white woman would have been given that loan immediately. When I finally got a loan they gave me a variable, not locked in."*

*- CLC Member*

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This timeline of policy, infrastructure, and political and cultural moments indicates incremental progress toward more just and sustainable systems of transportation, economic development, and housing policy. However, systemic injustices are deep-rooted, and tend to resurface in different forms and contexts even as progress is made. Nearly 30 years after the Watts Rebellion, the 1992 Los Angeles Uprising (also referred to as the Los Angeles riots or Rodney King riots) highlighted the persisting experience of racialized discrimination, economic disparities, and police brutality impacting Black communities throughout the Los Angeles region. The destruction of infrastructure in already transit-poor areas during the 1992 Uprising also contributed to a reckoning at SCRTD around the "importance of maintaining a flexible – and responsive – bus system," in the midst of significant

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<sup>20</sup> <https://www.latimes.com/archives/la-xpm-1993-10-10-mn-44424-story.html>

<sup>21</sup> Elkind, Ethan. *Railtown: The Fight for the Los Angeles Metro Rail and the Future of the City*. University of California Press, 2014.

<sup>22</sup> <https://thestrategycenter.org/projects/bus-riders-union/>

bus service cutbacks in preparation for expansion of the fixed rail system.<sup>23</sup>

Remaining in the corridor as an adult, the same CLC member who experienced civil unrest as a child in 1965 recounted the challenges she faced purchasing a home as a single Black woman in the early 2000s, reflecting the continuation of discrimination in real estate and mortgage lending practices decades after the passage of the Fair Housing Act. Adding a more insidious form of discrimination to the housing market, mortgage lenders shifted from rejecting otherwise qualified BIPOC homebuyers to targeting them for predatory subprime mortgage loans in the early 2000s.<sup>24</sup> With the collapse of the housing bubble in 2007, many Corridor residents who had worked decades to build equity through homeownership were faced with foreclosure, dispossessed of hard-earned property and wealth, and forced to re-enter a

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*"What brought me into CEHAJ was the need to support the organizing highlighted in this timeline, but also engage in legal and technical advocacy to push Metro to recognize the harms that would come from expanding the 710. That's also a throughline - these systems are not working. Communities need to continue to push through organizing, political pressure, and lawsuits (e.g., consent decree from 90s). It's difficult that these systems continue to not function, and expand the harms in these communities around the 710 and all over the US. It lifts up the importance of doing something different. How is this going to achieve different outcomes? How will it change lives around the 710 Corridor?"*

*- Task Force Member*

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precarious housing market as renters with debt. In 2020, the arrival of the COVID-19 pandemic reinforced and exacerbated health and economic disparities facing Corridor communities. The Corridor population's disproportionate COVID-19 risk factors are multifold, as a majority-BIPOC population with relatively high poverty, a predominantly service-oriented workforce, poor air quality, and high rates of pre-existing medical conditions.<sup>25</sup>

As Corridor communities endured the challenges of the mortgage crisis, Great Recession and COVID-19 over the past two decades, they also sustained the legacy of coalition building, community organizing, and legal advocacy in the context of the now-defunct I-710 South Corridor expansion project. At the turn of the 21<sup>st</sup> Century, Metro, Caltrans, the Gateway Cities Council of Governments (GCCOG) and the Southern California Association of Governments (SCAG)

initiated a Major Corridor Study to analyze traffic congestion, safety, goods movement, design deficiencies, land use constraints, air quality/public health, environmental justice/equity, aesthetics/noise, cost-effectiveness, and transit within the I-710 South Corridor study area.<sup>26</sup> The study's initial proposal included a freeway widening from 8 to 16 general purpose lanes, with potential to displace hundreds of homes and businesses along the freeway. This proposal prompted protests by local residents and community-based organizations, responding to environmental and air quality impacts, displacements, and a lack of community engagement. The Coalition for Environmental Health and Justice (CEHAJ) formed as a partnership of environmental justice, health, and legal advocacy organizations leading opposition to the I-710 freeway widening plan and advocating for a zero-emissions corridor, better public transit and alternatives to driving, no displacements, local hire policies, and reparative and preventative health measures.

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<sup>23</sup> <https://metroprimaryresources.info/20-years-ago-this-week-southern-california-rapid-transit-districts-heroic-response-to-the-civil-unrest-of-1992/3368/>

<sup>24</sup> <https://www.bloomberg.com/news/articles/2013-08-16/the-dramatic-racial-bias-of-subprime-lending-during-the-housing-boom>

<sup>25</sup>

<http://publichealth.lacounty.gov/phcommon/public/media/mediapubhpdetail.cfm?prid=4394#:~:text=COVID%2D19%20cumulative%20hospitalization%20rates,residents%20compared%20to%20white%20residents.>

<sup>26</sup> <https://libraryarchives.metro.net/dpgtl/pre-eir-eis-reports-and-studies/2005-i-710-major-corridor-study-final-report.pdf>

Over the next several years, Metro and Caltrans conducted the I-710 Alternatives Analysis and Environmental Impact Report (EIR) process, which included extensive public participation and advisory committees of residents and other stakeholders. Still, the proposed alternatives included the addition of general purpose lanes and interchange designs that would require major displacements and right-of-way impacts. When the Draft EIR was released to the public in 2012, CEHAJ submitted Community Alternative 7(CA7) during the comment period as an additional proposal for consideration, which included increased transit service, a community health program, and the construction of two zero-emission truck-only lanes in each direction of the I-710. The I-710 EIR/EIS Project Committee unanimously recommended that Caltrans consider CA7 in the Draft EIR/EIS document.

Around the same time, Metro and its partners continued to develop strategies to reduce emissions and pollution exposure and advance progress toward a zero-emission goods movement transition. In 2012, Metro and the GCCOG released the Air Quality Action Plan, which identified near-term strategies that cities could implement to reduce emissions and air pollution exposure in advance of more long-term air quality strategies to be developed. CALSTART, a national nonprofit that works with public and private sector partners to build a high-tech clean-transportation industry, prepared the I-710 Project Zero-Emission Truck Commercialization Study for Metro and the GCCOG as a component of the Technology Plan for Goods Movement in 2013.

From 2015 to 2017, a revised draft EIR process evaluated three alternatives: A future No Build (Alternative 1), a freeway modernization project intended to improve safety and traffic operations on I-710 with a complementary Clean Truck Program (Alternative 5C), and the technically feasible representation of Community Alternative 7. In 2018 the Metro Board approved Alternative 5C as the locally preferred alternative (LPA) for the project, proposing that inclusion of the Clean Truck Program would offset the air quality impacts of increased diesel truck volumes along the I-710 and therefore remove the project's status as a "Project of Air Quality Concern," precluding the need for a particulate matter hot-spot analysis as part of the project-level transportation conformity determination.<sup>27</sup> With this Board decision, Alternative 5C would advance in the environmental process to a final I-710 Corridor EIR/EIS and ultimately move forward into design and construction. The motion also directed staff to implement an Early Action Program that would quickly deliver safety, mobility, and air quality benefits to the region, and to "re-evaluate and re-validate the remaining elements of Alternative 5C" upon completion of the Early Action Program. The Early Action Program included many projects throughout the 710 South Corridor, such as street and interchange improvements, active transportation facilities, the Clean Truck Program, and the Community Health Benefit Program. These Early Action Program improvements were required for completion before any mainline freeway work began.

The Early Action projects were beginning to be defined and advanced through the approval process when, in 2021, the United States Environmental Protection Agency (EPA) submitted their technical response for project-level transportation conformity status to Metro and Caltrans. Despite the EPA's support for the introduction of zero-emissions truck technology along the I-710 Corridor, the EPA's technical response asserted that inclusion of the Clean Truck Program did not preclude the need for a particulate matter hotspot analysis as part of the project-level transportation conformity determination, as required by the Clean Air Act and EPA regulations.

In a public statement following the EPA's technical response, CEHAJ wrote: *"Caltrans and Metro must start over and work with impacted corridor communities to develop a transformational and modern set of solutions that truly addresses the urgent need to improve local air quality, safeguard housing, businesses, and public spaces, and provides much needed career opportunities for corridor residents. The approach*

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<sup>27</sup> <https://metro.legistar1.com/metro/attachments/f4031730-38c1-48a3-a789-09a3f5c5862a.pdf>



*rejected by EPA – of just paving additional truck lanes to stuff more diesel and fossil fuel trucks in our communities – is not a real solution to address our transportation and public health problems...Now is the*

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*“Growing up in South Gate, we often crossed the Firestone and Florence bridges over the 710 to go to Sam’s Club, Target, Toys ‘R’ Us, and the general commercial areas. Sometimes we would shortcut through Clara Street to avoid the traffic on Florence. I remember the 710 being a divider for South Gate and the surrounding cities. Crossing the bridges over the 710 by foot was always out of the question as they were unsafe. Sometime in the 2010s they widened the Firestone bridge, but it did not improve the pedestrian experience.*

*I was involved in Communities for A Better Environment from 2008-2010, where I attended several meetings on the widening of the 710, but when I went to college in 2010 I wasn’t able to stay involved. When I was 19 and going to school in Pomona, there was no avoiding the 710 when I was driving home on the weekend. Seeing the powerlines along the river were always a reminder that I was almost home, I would get off on the Firestone exit. My car died in 2012 as I was exiting on Firestone, and I had to junk it.*

*In 2015, I moved to Long Beach and used the 710 to visit my Grandma. I tried biking and taking the Metro, but driving was always faster. Living in Long Beach made me realize the impacts freight have on our air. The miles of trucks exiting the freeway merging with cars, with exhaust spewing from the truck. I lived by Drake Park in Long beach, located adjacent to the LA River and 710. Going to grad school in Los Angeles, I would take the Blue Line/Expo Line one day and drive the next. I remember merging from the 405 to the 710, that’s when I knew I was almost home.*

*The freeway acts as a barrier from West Long beach to the rest of Long Beach. To attend meetings in the west side for East Yard Communities for Environmental Justice, driving felt safer. I eventually transitioned to taking the bus, although it was slower. I was too scared to cross the bridges over the 710 via bike, as they were not designed with bicyclists and pedestrians in mind. The 710 is the main street of the Gateway Cities but acts as a barrier between most of the cities. I hope one day the bridges over the freeway act as a connection instead of a barrier.”*

*-CLC Member*

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*time for LA Metro and Caltrans to innovate. Innovation means stopping the current legacy of oppression that ignores community concerns while pushing to expand a transportation system that disproportionately impacts BIPOC communities.”<sup>28</sup> In response to the EPA’s determination, which formalized and gave credence to longtime air quality concerns voiced by Corridor residents and advocates, the Metro Board suspended the EIR/EIS and initiated the I-710 South Corridor Task Force to develop a community-supported, regionally significant, multimodal approach to addressing the major mobility, safety, air quality and equity needs for moving people and goods through the 710 South Corridor.*

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<sup>28</sup> <https://www.cbecal.org/wp-content/uploads/2021/05/710-Statement-5-5-2021-Final-w-Contacts.pdf>

### EPET Questions

*How and at what stages did you engage [community members most vulnerable to negative impacts and/or living in historically marginalized or neglected areas]?*

*How did you provide the information and tools they needed to fully participate as a partner?*

*Did they raise concerns about other disparities or problems that this proposed action could address?*

*Were there barriers that prevented some community members from engaging with Metro?*

### Task Force, CLC, and Working Groups

The Task Force was created to represent a broad set of community and regional voices reflecting the many challenges facing communities in the Corridor, and supported the project team in re-evaluating the purpose and need for the Corridor project and developing multimodal and multipurpose strategies, projects and programs, and investment priorities accordingly. The broad and diverse Task Force membership was selected to explore and address the myriad challenges facing their respective LB-ELA communities and Corridor travelers—from traffic congestion and safety concerns, poor air quality and public health, and lack of opportunity and multimodal mobility options.

Task Force members also represented viewpoints from community-based organizations to elected officials, from business to labor, and from environmental advocates to the goods movement industry. Bringing all these voices “to the table” in a collaborative effort proved to be a pivotal difference from prior efforts and aims to build a

foundation of trust, benefitting the ongoing implementation of future improvements, including the continued development of strategies and funding advocacy. By proactively involving advocacy organizations who prioritize community outcomes for most impacted communities, and embracing friction between stakeholders with different priorities, the Task Force structure allowed these groups to better understand each other’s perspectives and work through disagreements to find common ground.

The Task Force comprises approximately 40 community and regional stakeholders from a vital cross-section of communities, industries, public entities, businesses, and labor agencies. All these stakeholders represent people or interests that were directly impacted by or dependent on the movement of people and goods through the LB-ELA Corridor. From September 2021 through March 2024, the Task Force convened 33 times—typically in the evenings, to encourage greater participation for members.

The Community Leadership Committee formally represents the residents and workers of the LB-ELA Corridor Communities in the decision-making process. To achieve the most equitable outcome, the CLC selection process deliberately prioritized representation of historically marginalized populations (BIPOC, primary language is non-English, under the age of 25, and over the age of 64) and representatives of jurisdictions deemed to be highly impacted (defined as being located within 1/2 mile of Freeways, Ports, or Intermodal Yards).

To create an accessible and inclusive process, project team members provided additional support to help CLC members clearly understand their roles, the goals of each phase of the Investment Plan development process, and the goals of each meeting. The project team made efforts to translate technical information into accessible content relevant to the CLC. The CLC convened for thirty-one meetings between December 2022 and March 2024, four of which were combined Task Force and CLC meetings. CLC meetings were conducted in English with simultaneous Spanish interpretation. In advance of all meetings, presentations and materials were also made available in English and Spanish. CLC

members also frequently received printed, bilingual materials before meetings. All CLC meetings were held virtually, with select sessions offering an in-person attendance option. All CLC meetings were open to the public.

Consistent with Metro's Advisory Body Compensation (ABC) Policy,<sup>29</sup> eligible Task Force and CLC members were offered compensation at a rate of \$200 per meeting for regular advisory body meetings and \$50 for working group meetings. Application of the ABC Policy in the LB-ELA Investment Plan process yielded a high level of quality engagement and commitment from CLC members. From January 2022 to February 2024, Metro compensated 27 CLC members \$128,400 for their role in the Task Force process. This was one of the first applications of the ABC Policy on the advisory body of a project of this scale.

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***Were there specific events or efforts that brought you into this role as an advocate for your community?***

*"I came into this work through tenant advocacy and organizing through block clubs in my community." – CLC Member*

*"I am a licensed clinical social worker, which is a large part of what brought me into this role. I want to make sure that I uplift the voice of the Southeast LA region itself. The region has faced disinvestment and a lack of support and resources. It's important to ensure that resources and attention are distributed equitably." – Task Force Member*

*"I became involved to provide opportunities for others" – CLC Member*

*"I grew up here, and my family has been here for several generations. I became engaged in transportation planning, which made me aware of the needs and events surrounding this project. I hope that the plan doesn't overlook or disadvantage communities that are already impacted." – Task Force Member*

*"Wanting to see a change that the community and the freeway could have in our area and the impact of driving that can be cleaned up because of it." – CLC Member*

*"Well, it's my job. And, also, I care deeply about delivering meaningful benefits to communities that have historically been marginalized and ignored. There's a balance that is difficult to strike when major infrastructure projects like this slice through communities that have generally had little say in the matter. As much as I can on behalf of the Supervisor, I am seeking to strike that balance as effectively as possible." – Task Force Member*

*"Todo, para beneficios de nuestras comunidades" – CLC Member*

*"Learning about the dramatic impacts that pollution has on the lives of residents living in the most impacted communities made me want to stand up to fight for them; to use my privilege to benefit them and not just myself or other privileged folks." – CLC Member*

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<sup>29</sup> More information regarding Metro's ABC Policy can be found at: <https://equity-lametro.hub.arcgis.com/pages/engagement-resources#ABCP>

## **Public Engagement Process, Including CBO Partnering**

Central to the success of the Task Force's work is a commitment to community outreach and public engagement. Involving the public in decision-making processes ensures more informed and inclusive outcomes. Throughout the Task Force process, the public has been integral, receiving project information and providing feedback through various avenues such as attending public meetings, providing comments, contributing to surveys, and engaging in community meetings, and events, and via partnerships with various local community-based, faith-based and community-development based organizations.

Between December 2021 and January 2022, the project team actively sought public engagement to gather recommendations regarding the formation of the Community Leadership and Coordinating Committees. Through this outreach effort, the project team also sought input on strategies for recruiting Community Leadership Community Members and solicited feedback on the decision-making process.

The project team implemented its initial Community-Based Organization (CBO) Partnering Strategy with 17 Community-Based Organizations (CBOs) from the LB-ELA Corridor following the best practices outlined in Metro's CBO Partnering Strategy. The project team worked with the CBOs that serve the communities along the Corridor during the Multimodal, Strategies, Projects and Programs (MSPP) phase. The project team's goal was to engage these communities by gathering input from CBOs and the people they serve to identify multimodal strategies, projects, and programs that constitute needs and priorities for these impacted communities. From September to November 2022, CBOs helped gather one-on-one input from stakeholders and residents in their networks through a survey and interactive mapping tool at CBO-hosted community workshops, virtual meetings, and event pop-ups.

Twenty-one community workshops were conducted along the Corridor to gather input from community members, the public, and other local stakeholders. Some of the workshops were coordinated directly with CBOs and local government agencies. As part of an equitable approach, the project team offered multilingual support at all community workshops and meetings by providing interpretation services and drafting collateral material in Spanish, Tagalog, and Khmer (languages determined based on community profile data derived from the U.S. Census ACS data). The workshops included a presentation of the project, followed by an activity that leveraged the Social Pinpoint survey and mapping tool. A majority of the community workshops, or 76%, were conducted in person, while 24% were conducted virtually. The in-person workshops included staff support to complete the digital survey, particularly for events with seniors and communities with a "digital divide". Paper copies were also provided to make the survey more accessible. The virtual workshops included staff support to gather comments later entered into the survey and interactive mapping tool.

With the support from local CBOs, the public outreach team also hosted 18 events along the Corridor, including pop-up events to support notification and engagement efforts to gather input from different communities. During this phase of the efforts, \$69,820 in stipends were paid directly to CBOs as part of this Task Force effort.

The survey and interactive mapping tool were originally open from August 2, 2022, through September 8, 2022, with two extensions—to October 15, 2022, and once more to November 14, 2022—to accommodate more time for public feedback from community members. These extensions were supported by the engagement efforts that continued through early November. The extensions also allowed the Task Force and CLC members to provide additional input using the Social Pinpoint online tool. The project team collected 1,920 surveys and 985 mapping comments from the public during this phase.

The overall outreach efforts continued during this phase and generated public awareness and encouraged community input on the draft LB-ELA Corridor Mobility Investment Plan. A summary of these engagement activities, included:

- Community meetings;
- Virtual meetings;
- Meetings with cities, city officials, and their staff; and
- Informational booths at community events and pop-up events.

A wide variety of communication tools were also employed to ensure that key project updates and opportunities to elicit feedback were shared broadly throughout the Corridor, including:

- Social Media posts;
- E-blast messages;
- Project hotline;
- Project Emails;
- Project newsletters;
- Project fact sheets;
- Meeting flyers; and
- Corridor-wide mail distribution.

An equitable approach was employed to ensure that all jurisdictions with Equity Focus Communities had at least one activity. In addition to the 15 CBO partners engaged in the first phase of outreach to generate community input and awareness, the project team partnered with an additional 20 local CBOs to amplify outreach efforts across the Corridor during the release of the Investment Plan, culminating in 35 CBOs that have actively participated in engagement activities for this project. Over both rounds of engagement, \$128,000 in stipends were paid to CBOs for their partnership, averaging to about \$3,600 per CBO. The 35 CBO partners engaged throughout this process are:

- |  |   |
|--|---|
| > Avance Latino  | > Mujeres Unidas Sirviendo Activamente                        |
| > Black Women Rally for Action                             | > National Council of Negro Women (Long Beach Section)        |
| > Cal State University, Los Angeles/Pat Brown Institute    | > Northwest Downey Little League                              |
| > Calvary Chapel Compton                                   | > Para Los Niños  |
| > Cambodian-Scholar Long Beach                             | > Promesa Boyle Heights/Proyecto Pastoral                     |
| > Center for International Trade and Transportation (CITT) | > Rancho Los Amigos National Rehabilitation Center/Foundation |
| > COFEM (SELA Collaborative)                               | > Regional Hispanic Institute                                 |
| > Communities for Better Environment (CBE)                 | > Streets Are for Everyone (SAFE)                             |
| > Compton Advocates Coalition                              | > Salvation Army Red Shield                                   |
| > Eastmont Community Center                                | > South Gate Junior Athletics Association                     |
| > East LA College (ELA)                                    | > Southeast Los Angeles Collaborative (SELA Collaborative)    |
| > East LA College (South Gate)                             | > Tower of Faith Evangelic Church                             |
| > FoodCycle  | > Unearth and Empower Communities                             |
| > Good Faith Missionary Baptist Church                     | > YMCA – Montebello/Commerce                                  |
| > Hoops 4 Justice  | > YMCA – Southeast Rio Vista (Maywood)                        |
| > La Comadre (Somos Sureste)                               | > YMCA – Weingart East LA                                     |
| > Long Beach Gray Panthers                                 |   |
| > MAOF – Downey  |   |
| > MAOF – HQ Montebello                                     |   |

The levels of involvement for the CBOs included notification activities such as posting on their social media, e-blasts, newsletters, and public calendar on their website. Additional notification campaigns include text messages, phone banking, and placement of banners and lawn signs near meeting locations to draw in passersby. Engagement activities included hosting a location to convene and watch virtual community meetings; providing time on their agendas at their regularly scheduled meetings for the project team to provide project updates; providing staff to assist at informational booths, pop-up events, and transit intercepts; and providing staff to canvass neighborhoods or events with flyers.

Including these key CBOs in the Investment Plan process has proven to be an effective approach to reaching stakeholders who might not otherwise would have participated in the important corridor-wide process for future investment in mobility projects, programs and strategies.

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## BENEFITS, BURDENS, AND UNINTENDED IMPACTS

### EPET Question

*Given what you have learned from the data and asking the community, who is most likely to benefit or be burdened from this proposed action? What are the potential unintended impacts or consequences of the proposed action?*

Given its scope of 200+ proposed projects and programs, the Investment Plan's potential benefits, burdens, and unintended impacts will vary depending on each individual project's features, location, and scale. However, data analysis and community engagement have informed a detailed understanding of the Corridor's existing conditions, how these conditions came to be, and how the benefits and burdens of past planning, policymaking, and investment have historically been distributed within the Corridor. This information provides the basis for a high-level overview of potential benefits and burdens in relation to populations in EFCs, transportation user groups, and freeway-adjacent communities.

As the areas identified by Metro as having highest transportation needs, EFC census tracts are positioned to benefit most from enhancements to the multimodal transportation system – particularly investments in active transportation and transit modes and related features of arterial roadway/complete streets and freeway safety projects. In addition to zero-vehicle households, EFC criteria include concentrations of BIPOC and low-income populations, meaning EFCs also reflect the Corridor's history of segregation and disinvestment, generally highlighting areas that have historically been most burdened by planning and policy decisions.

Transportation project benefits will be directed primarily to their intended modal user group(s), and often to users of other modes as improvements to the multimodal system as a whole. For example, investments in complete street features on major arterials provide direct benefits for transit and active transportation users who have historically been underserved by infrastructure investment. Ideally, these benefits also extend to other user groups – when drivers are given the opportunity to use other modes more safely and conveniently, it improves their own quality of life, and relieves congestion and pollution through long-term mode shift. On the other hand, much-needed active transportation and transit infrastructure on arterial roadways often require a reallocation of space currently dedicated to private vehicles. While car-centric infrastructure has contributed to deep inequities in the Corridor, current residents who drive may experience the loss of vehicle travel lanes or street parking as a burden, especially if associated with increased congestion and commute times.

Populations located adjacent to the I-710 have the most potential to benefit from projects and programs that reduce particulate matter emissions, mitigate exposure to pollution, reduce vehicle spillover from the freeway into neighborhoods, and address safety issues at freeway overcrossings and on/off ramps. At the

same time, these communities are most likely to be burdened by construction disruptions, right-of-way impacts, or potential displacements related to typical major freeway infrastructure projects.

While some impacts such as construction and right-of-way impacts are typically accounted for in a project's design and engineering, other burdens are revealed over time, resulting from the way a project contributes to and interacts with broader systems. For example, a large infrastructure investment in a historically disinvested area may contribute to economic displacement of existing residents and businesses if it inspires new development interest, eventually increasing land prices, property values, and ultimately higher housing and business costs. As another example, a freeway or roadway project that improves vehicle travel times and reduces collisions in the short-term may eventually encourage more drivers to use that route, increasing VMT and emissions through induced demand and traffic diversion in the long-term. Furthermore, roadway investments that improve vehicle travel times can come at the expense of transit travel times or bicycle and pedestrian safety, and contribute to reduced ridership/mode share for transit and active transportation. In addition to the potential impacts discussed above, other unintended consequences related to projects and programs considered for investment may include increased user costs, noise pollution, new physical barriers, and increased impervious groundcover, stormwater runoff, and/or flood risk.

Findings from initial data analysis and community engagement were central to development of the evaluation methodology. The Equity Criteria are specifically designed to consider *who* is most likely to benefit, with each criteria asking a version of the question, "What is this project's potential to serve communities of highest need for this specific benefit?" Additionally, Concern Criteria are designed to assess potential impacts, including those that are unintended, and Equity flags are assigned to projects with higher potential burdens on EFC communities.

## SECTION 4: PLAN FOR EQUITABLE OUTCOMES

### DESIGNING A PLAN THROUGH EQUITABLE, COMMUNITY-INFORMED PLANNING PROCESSES

#### EPET Questions

*How has your proposed action been designed to ensure equitable outcomes?*

*How has your community engagement with those most affected by your proposed action informed your desired proposal outcomes and plan?*

#### Procedural Equity

To support equitable outcomes, the Investment Plan has been designed through an equitable, community-informed planning process, as detailed in Section 3: Community History and Engagement. The establishment of the LB-ELA Corridor Task Force; the Community Leadership Committee; and Equity, Zero-Emission Truck, and Community Engagement Strategy Working Groups; signified a major commitment by the Metro Board and staff to ground diverse community voices in decision-making processes and advance equity through the LB-ELA Corridor Mobility Investment Plan ("Investment Plan"). The Task Force charter implemented an iterative decision-making framework with

feedback loops for building consensus, and guardrails against unilateral decisions from particular stakeholder or interest groups that have historically held outsized influence in Corridor planning processes.

#### Analysis of Community Impacts and Disparities

As discussed in detail in Section 2: Analyze Data, the LB-ELA Corridor planning process was informed by extensive qualitative and quantitative data analysis to identify existing conditions, needs, and disparities among communities within the Corridor, as well as compared with the County. Based on the issues and opportunity areas identified for the Investment Plan, data were primarily analyzed for socioeconomic conditions, environmental conditions, air quality, public health, and travel patterns related to mode share, emissions, traffic, and safety. Community survey data and experience-based insights from CLC and Task Force members were used to supplement and groundtruth quantitative data to gain a more comprehensive understanding of the LB-ELA Corridor communities. Qualitative and anecdotal data were also gathered through a series of in-person public engagement events in partnership with community-based organizations, and online through the Social Pinpoint mapping tool and survey.

#### Collection and Selection of Projects and Programs

An extensive public engagement effort was conducted to contribute to the list of candidate projects and programs, with a particular focus on engagement with impacted communities, supplemented by partnerships with CBOs. Spanning over seven months of public engagement, this effort included an online survey and interactive map that provided an opportunity for residents, community leaders, and other stakeholders to provide direct input into the process. Metro's outreach campaign engaged approximately 5,400 community members and stakeholders through 46 events hosted by 18 CBOs and 18 pop-up events. Additionally, the project team hosted four workshops in Spanish (with English translation) and two workshops in English (with Spanish translation). As a result, almost 3,000 responses to the survey and interactive mapping tool were submitted, generating new approaches to making improvements within the Corridor primarily by residents and business who work and live in the Corridor.



In addition to receiving input from the community and public, the project team also reviewed a wide range of current and prior programs and initiatives from local, subregional, and regional agencies related to the Long Beach – East Los Angeles (LB-ELA) Corridor, that met the Task Force Vision, Goals, and Guiding Principles and other Metro policies, such as the Metro Multimodal Highway Investment Objectives. For example, while the project team included select elements of the original Interstate 710 (I-710) South Corridor project, the project team screened these candidate projects to *exclude* project concepts that would inevitably result in significant displacement of residences or businesses in local communities or could not be feasibly redesigned to avoid significant displacement. The project team also incorporated select recommendations from CEHAJ’s “Community Alternative 7” proposed in response to the previous I-710 South Corridor expansion project DEIR.<sup>1</sup>

## Evaluation of Projects and Programs

The LB-ELA Corridor Vision, Goals and Guiding Principles, as outlined in Section 1 (Connecting Community Results to Project Outcomes), provided the foundation for the evaluation process, resulting in 82 metrics related to potential Benefits and Concerns. Summary findings for each project and program were presented to the Task Force, CLC, and Corridor communities to better understand how well each project and program could advance the LB-ELA Corridor Vision, Goals and Guiding Principles. This process resulted in the draft evaluation scoring results and project rankings by mode, which were used to organize projects and programs into two tiers. Tier 1 projects generally scored well across many evaluation criteria; Tier 2 projects generally received lower scores across the evaluation criteria, or only scored well for a limited number of Goals or Guiding Principles. Projects were categorized into tiers based on their percentile rank *within* their respective mode, meaning projects with different modes were not compared across modes for placement in Tier 1. Projects were also assigned “flags” (discussed in further detail below) if community input indicated additional project considerations that were not captured in the 82 evaluation criteria.

Equity was embedded in the evaluation methodology through the development of Equity criteria, which were designed to evaluate the extent to which projects or programs were likely to provide benefits to geographies, populations and modes of highest need. While the majority of metrics were used to evaluate benefits related to larger goal areas (such as mobility and safety), Equity criteria went a step further by comparing the distribution of these benefits between Equity Focused Community (EFC) and non-EFC census tracts. Other data overlays used to evaluate Equity criteria included High Asthma and Cardiovascular Disease Rates (CalEnviroScreen 4.0); Priority Areas for Increasing Access to Regional Recreation (LA County Park Needs Assessment PNA+); and Low Tree Canopy areas (California Healthy Places Index). As with all of the evaluation metrics, the equity metrics underwent extensive review with the EWG, Task Force and CLC.

The purpose of these overlay-style Equity criteria was to give additional credit to projects that were not only providing benefits but were focusing benefits to the needs of a specific area or population. For example, if two projects provided the same features related to shade and cooling, they would receive the same score for the EN6 (Includes Urban Greening and Cooling) base criterion. However, if one of those projects was located in a well-shaded neighborhood and the other was located along a busy arterial with few existing street trees, the EQ-EN6 criterion score would raise the equity and total score for the second project located in a low tree canopy area.

Twenty-four Benefit metrics were used to measure potential project effectiveness in advancing equity throughout the Corridor, as shown in the table below. Scores for all twenty-four Equity criteria were

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<sup>1</sup> [eycej.org/wp-content/uploads/2021/09/CEHAJs-DEIR-comments-regarding-the-CA7-1.pdf](https://eycej.org/wp-content/uploads/2021/09/CEHAJs-DEIR-comments-regarding-the-CA7-1.pdf)

summarized into one average equity score per project or program (on a scale of 0-3 or N/A), which contributed to the sum of the total project score.

## Equity Benefit Criteria

Metric Number	Metric Name	Description
EQ-AQ1	Reduces Emissions (NOX, PM2.5) in EFC Areas	Reduces NOX and PM2.5 emissions from on-road vehicles or offroad mobile equipment in EFC areas
EQ-AQ3	Mode Shift to Cleaner Modes in EFC Areas	Increases the share of trips made by transit, walking, and bicycling
EQ-CH1	Reduces Emissions (Health Effects Metrics: DPM, PM2.5) in EFC Areas	Reduces DPM and PM2.5 emissions from on-road vehicles, which in turn can generate health benefits
EQ-CH2	Reduces Exposure to Air Pollution in Communities Facing High Pollution Burden and Asthma Rates	Reduces exposure at sensitive receptors (e.g., schools and day care centers, hospitals and healthcare clinics, senior centers, and residences) by installing filtration systems at these receptors and/or installing near-roadway vegetation between major roadways and these receptors
EQ-CH3	Mode Shift to Active Transportation, Transit in EFC Areas	Increases the share of trips made by transit, walking, and bicycling
EQ-CH5	Increases Access to High-Quality Recreational Facilities in Areas Lacking Active Transportation Infrastructure and Parks	Supports improved health outcomes associated with physical activity and recreation by providing direct linkages to parks and recreation facilities and providing active transportation infrastructure, particularly in areas lacking access to these facilities and infrastructure elements
EQ-MB1	Ridership in EFC Areas	Increases transit ridership by shifting trips to transit from other modes
EQ-MB2	Speeds/Travel Times (People, Goods) in EFC Areas	Increases roadway speeds (or reduces travel times) for people and goods movement
EQ-MB3	Reduces Congestion (Hours of Delay for People and Goods) in EFC Areas	Reduces hours of delay for persons and goods
EQ-MB4	Modal Accessibility in EFC Areas	Improves access to new transportation facilities for residents; quantifies the population benefiting from the improvement based on a ¼ mile distance from the new transportation facility
EQ-MB5	Reliability (Transit, Roadway, Goods Movement) in EFC Areas	Improves transportation travel time reliability, providing a consistent range of predictable travel times across all modes
EQ-MB6	Gap Closures in EFC Areas	Addresses a gap in the transportation network, or removes a transportation barrier, by providing a new service or new transportation facility
EQ-MB7	Increases Reliable and Accessible Transportation Options for Those Who Cannot or Prefer Not to Drive	Provides reliability and accessibility improvements to support the viability of non-driving travel modes such as active transportation and transit for populations currently marginalized by auto-centric infrastructure, including zero-vehicle households; children; seniors; individuals with disabilities; and those who choose not to drive for environmental, health-related, or other reasons

## Equity Benefit Criteria

EQ-SF1	Improves Physical Safety for People Walking, Bicycling, and Rolling	Supports health outcomes associated with physical injuries and fatalities by improving safety from automobile collisions or modal conflicts, primarily through the provision of protected and separated pathways and ADA features
EQ-SF3	Improves Perceptions of Personal Security for People Walking, Bicycling, Rolling, and Taking Transit	Provides features and/or services that may increase the sense of safety for pedestrians, bicyclists, transit riders, and particularly for those from marginalized groups, from crime and personal harm
EQ-EN3	Contributes to Remediation of Environmental Damage or Loss of Natural Features	Supports health outcomes associated with clean soil, air, and water; contributes to remediation or restoration of natural features such as vegetation, soil, or bodies of water that have been lost or damaged due to previous infrastructure, development, and land use decisions
EQ-EN6	Includes Urban Greening and Cooling for Areas of Low Tree Canopy and High Heat Island Burden	This equity metric builds off EN6, either adding a +1 Benefit if a project is in an area with low tree canopy and/or a +1 if it is in an area with high heat island temperatures ( $\geq 40$ degrees) to the original score in EN6 (added Benefit). (EN6 scores were used as the basis for calculating EQ-EN6.)
EQ-EN7	Potential for Noise Reduction in EFC Areas	Reduces transportation noise pollution or includes noise reduction features, such as sound barriers or low-noise technologies
EQ-OP1	Access to Jobs for Persons in EFC Areas	Increases the average number of jobs accessible within a 30-minute time period by transit or a 45-minute time period by automobile
EQ-OP6	Access to Quality-of-Life Amenities (Grocery Stores, Healthcare Services, Schools) in EFC Areas	Provides new transportation facilities near quality-of-life amenities (grocery stores, health care, and schools)
EQ-OP7	Access to Open Space, Recreation and Parks for Persons in EFC Areas	Provides new transportation facilities near parks and open spaces
EQ-OP8	Increases Quantity and Quality of Employment Opportunities for Underemployed and Low-Income Workforce	Provides new job opportunities for underemployed and low-income individuals in the workforce
EQ-OP9	Reduces Housing or Transportation Costs for Low-Income Households	Has the potential to reduce housing or transportation costs through improvements in transit frequency, rail lines, pedestrian projects, bicycle projects
EQ-OP10	Reduces Residential or Commercial Displacement Risk	Reduces risk of economic (as opposed to physical) displacement as an adverse effect of infrastructure investment, which may result in new development interest, increasing land prices, property values, and ultimately housing/business costs

### Notes:

ADA = Americans with Disabilities Act

DPM = diesel particulate matter

EFC = Equity Focus Community

NO<sub>x</sub> = oxides of nitrogen

PM<sub>2.5</sub> = particulate matter less than or equal to 2.5 microns in diameter

## Application of Flags

“Flags” are additional outputs of the evaluation and community engagement process and serve as supplementary considerations for prioritization and future project development and implementation. Flags are based in the recognition that the Benefit and Concern evaluation criteria may not capture all equity considerations related to project implementation, and they provide a mechanism to support equitable project development and implementation by using community input to further guide implementation. In some cases (those where Metro will provide funding to project sponsors), funding is tied to the implementation guidance.

### Equity Flags

Equity flags were derived from the Concerns evaluation, highlighting projects that had the potential to negatively impact disadvantaged communities, and that required specific, additional guidance to minimize those impacts. An Equity flag was assigned when a project was located or partially located in EFC areas (at least 1/3 or 33 % of project area) and had at least one total Concern. Projects were assigned Low, Moderate, and High Flags based on their total number of Concerns. For Metro-led projects, flags specify strategies to address the Concerns and minimize impacts. For some projects led by other agencies or jurisdictions, Equity flags informed specific requirements for project sponsors to address Concerns as part of funding eligibility. Equity flags were also applied as a factor in prioritization, and projects recommended for initial funding could not have a high Equity flag. In Modal Programs and future project development, flags will be used for prioritization.

### Community Input Consideration Flags

Community Input Consideration (CIC) flags captured community input that would not be reflected in the technical project evaluation results. CIC flags included project-specific implementation concerns and recommendations for improvement of project concepts or design. CIC flags were synthesized from meeting notes and discussions with the Task Force, CLC, and other community members and stakeholders. It is important to note that a detailed public engagement campaign was not carried out for each project. The CIC flags therefore, should not be considered an exhaustive list of potential community concerns, and additional outreach is recommended as projects move toward implementation.

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## ADDRESSING ROOT CAUSES OF INEQUITY TO SUPPORT COMMUNITY RESULTS

### EPET Questions

How will your proposed action address root causes to decrease racial/ethnic, income, and/or other inequities, increase positive outcomes, and reduce negative impacts on historically marginalized communities?

How will the anticipated proposal's impact support your desired community result(s) in section 1?

What performance metrics will measure and track impacts?

Section 1 (Connecting Community Results to Project Outcomes) outlines key opportunity areas and defines the desired Community Results to which the projects and programs in this investment plan will contribute. Section 2 (Analyze Data) adds quantitative and qualitative context to key issues through analysis of existing conditions, community impacts, and disparities facing the Corridor and EFC communities. Section 3 (Engage the Community) provides a deeper look into the lived experience and history of LB-ELA Corridor communities, and investigates the root causes behind the disparities and impacts facing these populations today. This section builds upon these three sections and the discussion of equitable, community-informed planning processes above, highlighting how the Investment Plan's projects and programs provide benefits and solutions to address equity issues and support desired Community Results. Lastly, this section identifies

a framework of performance metrics by which the Investment Plan's progress toward these aspirations can be measured and tracked.

### **Connecting Root Causes to Equity Issues**

The Community History reviewed in Section 3 describes policies, events, and infrastructure decisions that set into motion many of the Corridor's equity issues today. The summary of equity issues, drawing from those identified in Section 1, include:

- Health disparities
- Communities overburdened by air and noise pollution
- Physically disconnected communities
- Communities lacking reliable and efficient travel options
- Lack of green space and shade
- Unsafe/hostile streets for pedestrians and bicyclists
- Lack of trust from previous planning efforts
- Disinvestment, disenfranchisement, and disparities in municipal capacity and resources

As disparities arise out of complex and intersecting set of conditions, the root causes listed below should not be read as exhaustive, but rather as a synthesis of pertinent root causes that were identified through and understanding of the lasting impacts of racist policies and practices, and local historical accounts provided through community input. The summary of root causes, drawing from the Community History in Section 3, include:

- Construction of freight rail facilities between San Pedro Bay and central Los Angeles
- Truck-based goods movement demand created by Ports of Long Beach and Los Angeles
- Establishment of industrial uses and development of adjacent residential communities
- Channelization of the LA River
- Establishment of racially segregated suburban developments through racially restrictive covenants/deeds
- Redlining, FHA privatization of mortgage lending with discriminatory practices based on racist HOLC risk assessments
- Expansion of the automobile industry, car-oriented transportation planning, and freeway construction throughout the LB-ELA Corridor
- Disproportionate investment in rail transit at the expense of bus service and riders
- Predatory mortgage lending and global financial crisis
- Previously proposed I-710 South Corridor expansion project with potential for major displacements and insufficient community involvement

The Root Cause Map infographic below draws connections between root causes and resulting equity issues, identifying the expansion of car-oriented infrastructure throughout the LB-ELA Corridor as a primary root cause related to all equity issues this Investment Plan aims to address. In most cases, one or more additional root causes are identified for each equity issue.

## ROOT CAUSE MAP



## **Addressing Root Causes and Equity Issues through Proposed Actions**

The Investment Plan's development process and proposed actions aim to address the Corridor's equity issues and, to the extent possible, their root causes. In some cases, projects in the investment plan can directly address a root cause, for example, a Complete Streets project that reconfigures a high-volume arterial roadway to reverse car-oriented planning decisions, improving mobility and safety for users of other modes, and improving air quality, environment, and health for the community at large. However, as suggested by the term "root," root causes are often deeply embedded and entangled with one another, together upholding systems greater than a single policy or piece of infrastructure. For example, while freeway construction caused irreparable harm through direct displacements, division of communities, and ongoing air quality, safety, and noise impacts for LB-ELA Corridor residents, these overburdened communities have little choice but to participate in the economic and transportation systems that developed around I-710's unique capacity as a goods movement and commuter travel route.

With the current economic and transportation systems in place, a direct reversal of this decision through freeway closure or removal would re-route tens of thousands of diesel trucks onto arterial roadways and neighborhood streets, and impose cascading impacts on the local workforce and regional economy. Therefore, freeway construction as a root cause can be addressed through a deliberate set of multimodal investments, supplemented by appropriate programs that target specific inequities and coalesce to advance systems change through viable alternative travel options, cleaner technology for goods movement, new infrastructure to repair connections between communities, and a variety of community programs to address broader symptoms of freeway construction such as poor air quality, health disparities, and lack of green space and tree canopy.

The proposed actions can be categorized into the following buckets, relating to the planning process, project modes, and community program topic areas.

- Arterial Roadway and Complete Streets Projects and Programs
- Active Transportation Projects and Programs
- I-710 MOSAIC projects and programs (I-710 Multimodal, Operational, Safety, and Access Investments for the Corridor)
- Goods Movement Projects and Programs
- Transit Projects and Programs
- Air Quality/Health Community Programs
- Environment Community Programs
- Housing Stabilization/Land Use Community Programs
- Job Creation/Work Opportunities Community Programs
- Task Force and Community Leadership Committee Process
- START-UP Fund (Strategic Technical Assistance for Reparative Transportation Uplifting People)

While the equity benefit evaluation results provide a more detailed picture of how individual projects and programs address specific issues, the Equity Issues and Proposed Actions matrix below indicates, at a high level which projects, programs, and processes address the Corridor's broad inequities (and the related community results identified in Section 1).

## EQUITY ISSUES AND PROPOSED ACTIONS MATRIX

Proposed Actions	Arterial Roadway and Complete Streets Projects and Programs	Active Transportation Projects and Programs	I-710 MOSAIC* Projects and Programs	Goods Movement Projects and Programs	Transit Projects and Programs	Air Quality/Health Community Programs	Environment Community Programs	Housing Stabilization/Land Use Community Programs	Job Creation/Work Opportunities Community Programs	Task Force and Community Leadership Committee Process	START-UP** fund
Equity Issues											
Lack of trust and level of engagement from previous planning efforts	●	●	●	●	●	●	●	●	●	●	●
Disinvestment, disenfranchisement, disparities in municipal capacity and resources								●	●	●	●
Physically Disconnected Communities	●	●	●								
Disparities in health outcomes and access to quality healthcare	●	●	●	●	●	●	●	●	●		
Communities overburdened by air and noise pollution	●	●	●	●	●	●	●				
Unsafe/hostile streets for pedestrians and bicyclists	●	●	●								
Communities lacking reliable and efficient travel options	●	●	●		●						
Lack of green space and shade	●	●					●				

\*Multimodal, Operational, Safety, and Access Investments for the Corridor

\*\*Strategic Technical Assistance for Reparative Transportation Uplifting People



## **Measuring and Tracking Impacts**

Given the Corridor's breadth of equity issues, and the nature of the Investment Plan as a strategic planning document, performance metrics will need to measure the Plan's impacts across modes and on multiple scales of progress and success. In coordination with the modal program working groups and other Metro efforts such as the Long Range Transportation Plan, Metro will develop a framework for tracking Investment Plan progress and success that builds upon the metrics used for the existing conditions analysis and project evaluation methodology. The Equity Issues and Performance Metrics Matrix on the next page provides an initial recommendation of performance metrics that can be used to measure the Investment Plan's impacts on equity issues, organized into the following three categories:

### Process Metrics

- Metrics that quantify or qualify the Investment Plan's implementation progress based on process milestones and project and program delivery

### Project Outcome Metrics

- Metrics that track progress against the Investment Plan's goals, which can be attributed to specific projects and programs

### Community Result Metrics

- Metrics that track progress against the Investment Plan's desired community results, which cannot be directly attributed to specific projects and programs

## EQUITY ISSUES AND PERFORMANCE METRICS MATRIX

Performance Metrics*	Process Metrics		Project Outcome Metrics			Community Result Metrics		
<b>Equity Issues</b>								
Lack of trust and level of engagement from previous planning efforts	Number of participants in CMIP Implementation Working Groups	Results of Surveys conducted to evaluate trust				Partnerships with CBOs and Corridor residents		
Disinvestment, disenfranchisement, disparities in municipal capacity and resources	Dollars leveraged for projects in EFCs	Technical Assistance Provided (Recipients/Hours)	Dollars awarded to SBE/DBE firms	Availability of local hire / disadvantaged worker positions	Participation in workforce dev. & job training programs	Employment Rate	Median Income and Poverty Rate	Housing Burden
Physically Disconnected Communities	Dollars leveraged from Reconnecting Communities grants		Number of overcrossings with dedicated active transportation infrastructure	Gaps filled in bike/pedestrian network		Access to Jobs/ Resources	Access to Parks and Open Space	Access to Transit
Disparities in health outcomes and access to quality healthcare	Dollars leveraged for Community Health Benefit program		Number of people and jurisdictions participating in Community Health Benefit Program			Asthma, Cancer Risk, Cardiovascular Disease Risk	Life Expectancy	Access to Healthcare Facilities
Communities overburdened by air and noise pollution	Dollars leveraged for Air Quality and ZET Programs		Participation in air quality monitoring / indoor filtration programs	Noise Reduction	Trees Planted	Diesel PM and PM2.5 Levels	Share of goods movement vehicles using ZE technology	
Unsafe/hostile streets for pedestrians and bicyclists	Active Transportation projects funded		Miles of high quality bike facilities and bus stop improvements added	Number of Intersections with High Concentrations of Bike/Ped Collisions		Bike/Ped Collisions with victim killed or seriously injured (KSI)	Corridor-wide Mode Split	
Communities lacking reliable and efficient travel options	Transit projects funded	I-710 MOSAIC projects funded	Transit Ridership	In Service On-Time Performance	Average Headways	Corridor-wide Mode Split		
	Active Transportation projects funded		Person throughput	Vehicle Hours of Delay	Gaps filled in bike/pedestrian network	Travel Times by Mode (e.g., Jobs Accessible within 30 minutes by car/ transit/bike/foot)		
Lack of green space and shade	Dollars leveraged for Urban Greening Community Program		Trees Planted	Vegetative Cover Added		Tree Canopy Coverage	Access to Parks and Open Space	

\*Examples of potential performance metrics to be applied - Subject to change

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## IDENTIFYING STRATEGIES AND PARTNERSHIPS TO ADDRESS UNRESOLVED ISSUES

While the Investment Plan is built upon robust engagement and equity analysis, and provides substantial funding to address equity issues in the Corridor, the Plan also faces limitations in its ability to resolve the Corridor's numerous, complex, and long-standing equity issues. These limitations and unresolved issues are summarized below under the categories of Procedural, Distributive, Restorative, and Structural Equity as introduced in Section 1.

### **Procedural Equity**

In a project area containing 18 jurisdictions and a population of 1.2 million residents, a truly participatory and representative decision-making process is difficult to achieve, despite the many successes of Metro's procedural equity framework and engagement. Communities with the greatest needs typically also face the greatest barriers to participation in time-intensive planning processes. Metro's Advisory Body Compensation policy and CBO partnering strategy have helped to bridge these gaps and support more equitable processes and project outcomes.

### **Distributive Equity**

The Investment Plan's function is to strategically distribute and leverage funding that will allow the Corridor's various jurisdictions to develop and implement their own existing projects. While the evaluation process employed a distributive equity lens to prioritize projects that are most likely to benefit the highest-need communities, the distribution of project proposals received, and levels of project development/readiness reflect disparities in municipal capacity and historic investment. Project concepts gathered from community input are included in the Plan but will typically require start-to-finish planning processes, and require municipalities to take ownership of technical development and implementation. As cities and neighborhoods that have faced historic underinvestment often have less funding and fewer technical staff members to plan, develop, fund, and implement capital projects, these areas may be underrepresented in the Investment Plan's full project list, let alone the recommendations for initial investment.

To address this issue, Metro is setting aside a START-UP fund ("Strategic Technical Assistance for Reparative Transportation Uplifting People") that provides targeted technical assistance to support communities with the highest needs, relative to their technical resources and capacity for project development and implementation. The START-UP fund will help communities develop project concepts for grant eligibility, and help communities participate in implementation of the Investment Plan's Corridor-wide programs (e.g., "traffic calming features", "pedestrian gap closures", and various Community Programs). The START-UP fund will not be tied explicitly to certain municipalities or geographic communities, but assistance will be prioritized for cities or neighborhoods:

- Without any projects formally submitted for the CMIP
- With only conceptual or development phase projects in the CMIP
- With high concentrations of Equity Focus Communities (EFCs)
- Facing the greatest cumulative impacts as identified in existing conditions research

### EPET Questions

*Are there any unresolved issues?*

*Are there complementary strategies that you can implement to support more equitable outcomes?*

*Can existing partnerships maximize positive impact of your proposed action?*

## **Restorative Equity**

The Investment Plan is an unprecedented effort to advance restorative equity for Metro, with acknowledgement and atonement for historic and ongoing harms at the center of the renewed LB-ELA Corridor planning process. However, as discussed earlier in this section, the root causes of today's equity issues are deep-seated, complex, and not easily remediated. The Investment Plan represents a significant catalyst effort with investment of over \$740 million in potentially transformative projects and programs, however this Plan alone cannot reverse decades of environmental harm, disinvestment, and structural racism. The Investment Plan lays the groundwork for further remediation and prevention of systemic harms through commitments to ongoing community partnership and investment, and by setting an example of equity-focused planning for future efforts at Metro and for other planning agencies in the region and across the nation.

## **Structural Equity**

Structural equity relates to the evolution of decision-making bodies, organizational structures and systems to reflect the communities they serve – an element of the equity guiding principle that directly informed the formation of the Task Force, CLC, and Working Groups as the decision-support and advisory bodies for this Investment Plan. Additionally, the establishment of Metro's Office of Equity and Race and its leadership within this process demonstrates an agency commitment to structural equity. However, these decision-making bodies and processes still exist within larger organizational hierarchies and political power structures. The Investment Plan also relies on extensive partnership with other organizations, each with their own organizational structures, to develop and implement these projects and programs. Despite Metro's ability to influence structural equity outside of its jurisdictional authority, Metro will tie project funding and support to implementation guidance that aligns with the Investment Plan's Equity Guiding Principle.

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## SUPPORTING VISION 2028 GOALS

### EPET Questions

*How does advancing equity through this proposed action help achieve any of the Vision 2028 Goals?  
How has your proposed action been designed to ensure equitable outcomes?*

#### Support of Vision 2028 Goals

Vision 2028 Goal	LB-ELA Investment Plan Actions to Advance Equity
Provide high-quality mobility options that enable people to spend less time traveling	Investment in high-quality infrastructure to improve mobility options in Active Transportation, Complete Streets and Arterial Roadways, Transit, and I-710 MOSAIC modes
Deliver outstanding trip experiences for all users of the transportation system	Investment in safety, comfort, and transportation network connectivity improvements to enhance the user experience for users of all transportation modes
Enhance communities and lives through mobility and access to opportunity	Investment in community access to opportunities through multimodal transportation improvements, job creation, and community programs focused on strengthening workforce development and local hire opportunities
Transform LA County through regional collaboration and national leadership	Establishment of a Task Force and Community Leadership Committee fostering collaboration and consensus-building between countywide stakeholders including LA County agencies and elected representatives, prominent industry leaders, community-based organizations, and residents
Provide responsive, accountable, and trustworthy governance within the Metro organization	Development of a planning process based in Metro's organizational acknowledgement and accountability for past harms, response to community concerns and priorities, and building of trust through community partnerships, engagement, and investment

# Metro Equity Planning & Evaluation Tool

Metro is working to develop and implement projects or programs that eliminate racial and social disparities and enable all people in LA County to have enhanced quality of life. Metro recognizes that deep-rooted and pervasive racial and socioeconomic inequities exist that create disparate impacts, even when the intention is to help all, and we must understand the root causes of those inequities in order to develop solutions that help those faring the worst to actually improve access to opportunity for all.

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

Equity means that Metro’s service delivery, project delivery, policymaking, and distribution of resources account for the different histories, challenges, and needs of communities across Los Angeles County; it is what we are striving towards.

**What is the Equity Planning & Evaluation Tool (EPET)?** The EPET, which begins on page six, is a form with six categories of questions. It assists staff in 1) identifying disparities that impact how Metro’s services, programs, and projects are experienced, 2) understanding the root causes of those disparities, and 3) developing and implementing projects, programs, plans, policies, and initiatives in a manner that provides more equitable outcomes.

**How should I use the EPET?** The EPET should be used as a guide throughout the development of a proposed project, program, plan, policy, or initiative. The tool should be reviewed by a project team at the beginning of the planning process and revisited to answer questions throughout the development and implementation processes. The questions should be answered by a diverse group, including staff with a variety of demographic backgrounds, lived experiences, and expertise. The group should include the project team as well members of any department that will be involved in the project (planning, communications, operations, program management, etc.). To ensure comprehensive assessments, staff must submit drafted responses for review and feedback upon completing sections one and two, then three and four, and lastly, upon completion of all six sections.

**Where do I submit the drafts and completed Equity Planning & Evaluation Tool?**  
*Drafts and completed EPET assessments should be submitted to the Office of Equity and Race at equityandrace@metro.net, with your Department’s Equity Liaison sign off, for review and concurrence before the decision is finalized. Email your Department’s Equity Liaison for assistance in using the tool.*



Los Angeles County  
Metropolitan Transportation Authority

**Metro**

# Metro Equity Planning & Evaluation Tool

The following definitions, guidance, and examples will help you complete the EPET.

## Glossary of Key Terms

- **Community** = A geographic and/or social group of people with a shared identity, affiliation, and/or origin. For EPET purposes, “community” includes people who may be served or are otherwise impacted by Metro’s services, including but not limited to, Metro riders, program participants, residents and/or local business owners.
- **Community Results** = The community level condition of well-being we would like to achieve. It lacks disparities based on race, income, ability, or other social demographic.
- **Community Indicator** = Quantifiable measures of community results, disaggregated by race/ethnicity and income.
- **Equity Opportunity** = A decision that is designed to enhance positive impacts or reduce negative impacts for historically marginalized communities or others facing disparities in access to opportunities.
- **Ground Truth** = To validate or ensure assumptions and recommendations with external stakeholders, particularly those that will be most impacted by future actions.
- **Opportunity Areas** = Key indicators of success including Employment, Housing, Education, Health, Transportation, Community Development, Criminal Justice, Environment, and Safety.
- **Proposal Outcome** = A clearly defined future state of being at the program, local, or agency level resulting from the proposed action that ultimately supports the community result.
- **Performance Measure** = Quantifiable measures to forecast and track how well the proposed action will work or is working. They may be quantitative, qualitative, or otherwise describe actual impact. They may also be short-term, mid-term, or long-term.
- **Root Cause** = The fundamental baseline reason for a problem or situation; there may be multiple “steps” between the root cause and the identified problem(s) but these steps are directly connected through cause-and-effect.
- **Stakeholder** = A broader term than extends beyond “Community” (above) and includes individuals and organizations both engaged in and impacted by Metro’s services and investments, but may not share a geographic, social or cultural identity, affiliation and/or origin. For EPET purposes, this may include elected officials, municipalities and jurisdictions, public agencies, large and/or private corporations, etc.

## Metro Equity Planning & Evaluation Tool

Proposed Action:

Team Members:

### 1. **Connecting Community Results to Project Outcomes:**

- a. Briefly describe the issue(s) you intend to address. This may include a proposed but not fully designed policy, program, initiative, plan, project and/or other proposed action.
- b. What opportunity area(s) does this proposed action have the ability to impact? (Ex: Employment, Mobility, Health, Education, etc.)
- c. What are the desired community results<sup>1</sup> to which this action will contribute?

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<sup>1</sup> See the “Desired Community Results and Sample Proposal Outcomes” below.



# Metro Equity Planning & Evaluation Tool

## 2. Analyze Data:

- a. List your data sources, including qualitative, quantitative, or anecdotal.<sup>2</sup>
- b. Is there an impacted geographic area? If so, what is the geographic area?
- c. What are the demographics of impacted area, users, or other community?
- d. What does the data tell us about existing community disparities in race, ethnicity, and income, that may influence the proposed action's outcomes? (Ex: Unemployment rates, housing-cost burden, park access, traffic collisions, asthma rates, etc.)
- e. What disaggregated performance metrics data do you have available for your proposed action? Consider data associated with similar or related programs, policies, services, or infrastructure.
- f. Does the performance metrics data show any existing disparities in race, ethnicity, income, etc. related to your proposed action potential impact? (Ex: pedestrian deaths are higher for black residents) If so, what is the root cause?<sup>3</sup>
- g. What would be a more equitable outcome? (Ex: pedestrian deaths are proportionate for all races and decreasing everywhere)
- h. What data are we missing, which might be more helpful in analyzing the proposed action , and how can we obtain it?



<sup>2</sup> See the list of potential data sources below.

<sup>3</sup> Ask why at least five times. Social disparities today are often the result of a domino effect of policies, programs, decisions, and practices stemming from a root cause; it often takes time to determine.

## Metro Equity Planning & Evaluation Tool

### 3. Engage the Community<sup>4</sup>:

- a. What do we know about the community, particularly any marginalized groups, and their history, relationship, or previous engagement with Metro?
- b. What historic investments, decisions, events, developments, or disinvestment strategies have contributed to current community conditions and how have they been considered in this proposed action?
- c. Who are the community members most vulnerable to negative impacts and/or living in historically marginalized or neglected areas that are affected by this proposed action? Consider community members that might be indirectly or unintentionally impacted.
  - i. How and at what stages did you engage them? (Ex: focus groups, surveys, community meetings, consultation with advisory boards, CBO partnership, etc.)
  - ii. How did you provide the information and tools they needed to fully participate as a partner?
  - iii. Did they raise concerns about other disparities or problems that this proposed action could address?
  - iv. Were there barriers that prevented some community members from engaging with Metro?
- d. What did you learn from the engagement about the root causes that produce or perpetuate racial/ethnic, income, or other inequities related to this proposed action?
- e. Given what you have learned from the data and asking the community, who is most likely to benefit or be burdened from this proposed action? What are the potential unintended impacts or consequences of the proposed action?

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<sup>4</sup> See the list of community engagement resources below.

## Metro Equity Planning & Evaluation Tool

### 4. Plan for Equitable Outcomes:

- a. How has your proposed action been designed to ensure equitable outcomes?
- b. How will your proposed action address root causes to decrease racial/ethnic, income, and/or other inequities, increase positive outcomes, and reduce negative impacts on historically marginalized communities?
- c. How has your community engagement with those most affected by your proposed action informed your desired proposal outcomes and plan?
- d. What performance metrics will measure and track impacts?
- e. How will the anticipated proposal's impact support your desired community result(s) in section 1?
- f. Are there any unresolved issues? Are there complementary strategies that you can implement to support more equitable outcomes? Can existing partnerships maximize positive impact of your proposed action?
- g. How does advancing equity through this proposed action help achieve any of the Vision 2028 Goals?



# Metro Equity Planning & Evaluation Tool

## 5. Proposal Implementation

For proposed efforts that Metro directly manages, controls, develops, implements, and/or coordinates:

- a. Describe your implementation plan, including any transition to Program Management, Operations, or another Metro implementing team.
- b. How will you engage stakeholders through implementation? What percentage of the total project budget for implementation is dedicated to community engagement? (Ex: Translation services, social & print media, meetings, etc.)
- c. Is your plan realistic, considering the timeline, project scope, past related efforts, political conditions, and need to complete any required federal or state equity assessments (Ex: Title VI Equity Analysis, CEQA, etc.)?
- d. Does the implementing team have adequate personnel, resources, and/or mechanisms to ensure successful implementation and/or enforcement?
- e. Is the proposed action adequately resourced to ensure on-going data collection, public reporting, and community engagement as noted below?

For proposed efforts that Metro may fund, coordinate, and/or initiate but does not directly implement:

- a. Describe Metro's role in the proposed action and, if any, in the final product implementation. Even if Metro does not have a direct role in final implementation, also describe intended outcomes or final products.
- b. Describe any engagement activities that Metro either conducted and/or required of implementers as part of the proposed action, including budget or funds allocated to engagement.
- c. Describe any data collection activities that Metro either conducted and/or required of implementers as part of the proposed action. Also describe to what level the data is disaggregated.



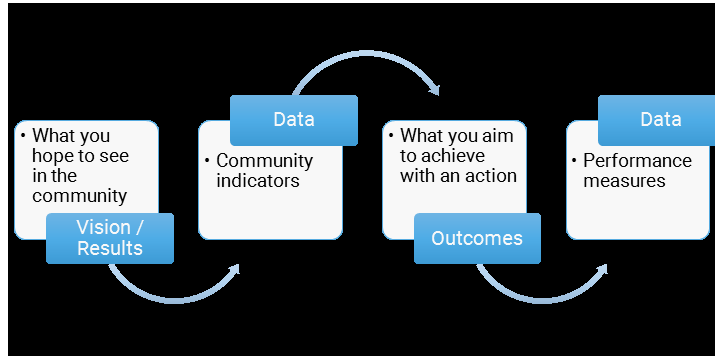
## Metro Equity Planning & Evaluation Tool

### 6. Evaluate, Communicate, and Stay Accountable

- a. If a different Metro team will implement the plan, meet with that team to discuss program evaluation, ongoing community engagement, data collection, and an accountability plan.
- b. How will actual racial and socioeconomic equity impacts and project outcomes be measured, documented, and evaluated? What data needs to be collected and how will you collect it?
- c. What is your plan to report back to the community with updates from ongoing project evaluations and findings?
- d. What is your communication and engagement strategy to address unintended negative or major project impacts?
- e. How will you continue to partner and deepen relationships with stakeholders and other agencies to ensure internal and public accountability?
- f. Prepare and attach a summary of your EPET analysis. Explain who the action might impact, noting specific historically marginalized communities or others facing disparities in access to opportunities, and how the action is designed to 1) enhance positive impacts and/or 2) reduce negative impacts for them. Note any mitigations for negative impacts. Use this summary in any associated board report, box, or other document explaining this decision.

# Metro Equity Planning & Evaluation Tool

## Creating Effective Community Results and Proposal Outcomes



Source: Curren R., Nelson, J., Marsh, D.S., Noor, S., Liu, N. "Racial Equity Action Plans, A How-to Manual." Haas Institute for a Fair and Inclusive Society, University of California, Berkeley, 2016

### Desired Community Results

### Proposal Outcomes:

See sample responses below.

Opportunity Area	Equitable Community Result	Community Indicator (Lists of are not exhaustive.)	Proposal	Equitable Proposal Outcome	Performance Metric
Employment	All people have access to high-quality living wage jobs and unemployment is low.	Unemployment Rates; Average Household Income; Average Commute Time; Transit availability; etc.	Bus Service Realignment	Increase bus options to jobs for low-income and communities of color.	Number and type of jobs accessible by bus within a typical commuting time by census tract.
Housing	All people have access to safe and affordable housing options and protections.	Housing cost burden; Home ownership rate; number of people that are unhoused; etc.	Joint Development Project	Increase the number of affordable rental housing options	Number of housing units affordable to most low-income residents.
			TOC Policy and Implementation Plan	Improving housing stability near transit for low-income renters	Number of cities with tenant protection policies.
Education	All people have access to affordable, high-quality, and culturally sensitive educational opportunities.	Access to educational facilities; Educational attainment; etc.			
Health and Safety	All people have access to health resources and a healthy and	Life expectancy; Health insurance coverage; Access to health facilities; Park			

## Metro Equity Planning & Evaluation Tool

	sustainable built environment and land uses.	access; Rates of childhood obesity and asthma; Access to fresh/healthy food retail; etc.			
Transportation	All people have access to safe, affordable, and sustainable mobility options that connect all communities to resources and opportunities.	Non-private vehicle travel mode share; rates of traffic-related fatalities and serious injuries; transportation cost burden			
Community Development	There are equitable opportunities for businesses, community investment, and economic opportunity that protects and preserves legacy businesses and cultural character.	Percentage of businesses owned by women and people of color; Duration of small/independent businesses serving marginalized communities			
Criminal Justice	All people experience equal rights, treatment, and protection under the law, free from discriminatory enforcement or impacts.	Arrest rates; fare evasion ticketing rates; crime rates; rates of personal searches, etc.			
Environment	All neighborhoods are free from toxic exposure and pollution with access to clean and healthy open spaces and infrastructure.	Reduction in greenhouse gas emissions; Particulate matter concentrations; Number or rate of sensitive uses (homes, schools, childcare, senior facilities) within 500 feet of high-pollutant sources,			

## Metro Equity Planning & Evaluation Tool

		such as freeways, active oil drilling, and manufacturing/ industrial uses; access to safe drinking water			
Safety	All people have access to safe roads and streets, regardless of geography as well as all users of Metro's transit system feel comfortable and at ease when using the service.	Decreased collisions involving someone killed or severely injured; decrease in specific crash type in a project area over time; user experience of safety on transit system			



# Metro Equity Planning & Evaluation Tool

Here are potential resources to use in answering the questions in the “Analyze Data” and “Engage the Community” sections.

## **Potential Data Sources**

- United States Census Bureau - <https://data.census.gov/cedsci/>
- National Equity Atlas - <https://nationalequityatlas.org/>
- Enterprise Opportunity 360 - <https://www.enterprisecommunity.org/opportunity360/measure>
- CalEnviroScreen - <https://oehha.ca.gov/calenviroscreen>
- Race Counts - <https://www.racecounts.org/>
- Healthy Places Index - <https://map.healthyplacesindex.org/>
- Transportation Injury Mapping System - <https://tims.berkeley.edu/>
- SCAG Local Profiles - <http://www.scag.ca.gov/DataAndTools/Pages/LocalProfiles.aspx?openitem=3>
- USC Price Center for Social Innovation Neighborhood Data for Social Change - <https://data.myneighborhooddata.org/stories/s/xs7g-igmb>
- 2022 Metro Equity Focus Communities Map - <https://arcg.is/0Kz0Dn>
- 2022 Metro Equity Needs Index - <https://arcg.is/1jqamG0>
- NextGen Transit Propensity Map - <https://www.metro.net/about/plans/nextgen-bus-plan/>

## **Potential Community Engagement Resources**

- PolicyLink Community Engagement Guide for Sustainable Communities - <https://www.policylink.org/resources-tools/community-engagement-guide-for-sustainable-communities>
- King County Community Engagement Guide - [https://www.kingcounty.gov/exec/equity/~/\\_media/5CCCBCFFBA8F405191A93BB D5F448CBE.ashx](https://www.kingcounty.gov/exec/equity/~/_media/5CCCBCFFBA8F405191A93BB D5F448CBE.ashx)
- Nelson Nygaard Principles For Equitable Public Outreach & Engagement During Covid-19 and Beyond - <https://nelsonnygaard.com/principles-for-equitable-public-outreach-engagement-during-covid-19-and-beyond/>
- Simon Fraser University Beyond Inclusion: Equity in Public Engagement- <https://www.sfu.ca/content/dam/sfu/dialogue/ImagesAndFiles/ProgramsPage/EDI/BeyondInclusion/Beyond%20Inclusion%20-%20Equity%20in%20Public%20Engagement.pdf>
- Collective Impact Forum Community Engagement Toolkit- <https://www.collectiveimpactforum.org/sites/default/files/Community%20Engagement%20Toolkit.pdf>
- City of Portland Community Engagement Manual- [https://www.portland.gov/sites/default/files/2019-11/comm\\_engage\\_manual.pdf](https://www.portland.gov/sites/default/files/2019-11/comm_engage_manual.pdf)

## Metro Equity Planning & Evaluation Tool

- Lidiya Girma Community Engagement Planning Guide - [https://sustainablect.org/fileadmin/Random\\_PDF\\_Files/Equity\\_Action\\_PDFs/CommunityEngagementPlanningGuide.pdf](https://sustainablect.org/fileadmin/Random_PDF_Files/Equity_Action_PDFs/CommunityEngagementPlanningGuide.pdf)
- State of Washington Department of Health Community Engagement Guide - <https://www.doh.wa.gov/Portals/1/Documents/1000/CommEngageGuide.pdf>

### **The Equity Planning & Evaluation Tool was developed using guides, reports, and other tools including:**

- Nelson, J., Brooks, L. "Racial Equity Toolkit: An Opportunity to Operationalize Equity.": Haas Institute for a Fair and Inclusive Society, University of California, Berkeley, 2016
- Curren R., Nelson, J., Marsh, D.S., Noor, S., Liu, N. "Racial Equity Action Plans, A How-to Manual.": Haas Institute for a Fair and Inclusive Society, University of California, Berkeley, 2016
- Bernabei, Erika. "Racial Equity: Getting to Results.": Government Alliance for Race and Equity, 2017
- Seattle Racial Equity Toolkit
- Metro Transit (St. Paul, MN) Equity Tool
- COVID-19 Equity Framework and Rapid Response Tool (City of San Antonio, Office of Equity)

STATE CAPITOL  
P.O. BOX 942849  
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(916) 319-2069  
FAX (916) 319-2169



April 1, 2024

Metro Board of Directors  
Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
Los Angeles, CA 90012-2952

Dear Metro Board of Directors,

On behalf of California's 69<sup>th</sup> Assembly District, which includes the southernmost section of the 710 Freeway, Port of Long Beach, and its surrounding communities, I am writing to express my thoughts on the Long Beach-East Los Angeles Corridor Mobility Investment Plan (CMIP).

First, I would like to thank the LA Metro team and the project consultants who provided an incredible amount of outreach and engagement in communities across the corridor. Every community along the corridor faces unique challenges, and offers valuable solutions, and I hope you will continue to engage and empower these communities to share their experiences. Second, I would like to thank the members of the task force, the community leadership committee, and the three working groups, for their time and dedication to this project, and their communities. This draft plan is the result of their lived experiences and expertise.

This draft mobility investment plan outlines many exciting projects that will improve the quality of life of residents in this district, and along the corridor. For too long, residents of West and North Long Beach have been living in a goods movement sacrifice zone, resulting in shorter life expectancies, higher rates of respiratory illnesses, and limited access to green open space. It is our responsibility and legal obligation ensure communities have clean air. Meeting National Ambient Air Quality Standards is the absolute bare minimum. While this plan makes many attempts to address these challenges, there is still significant work to do.

The significant investment in public transportation and active transportation is incredibly valuable to the community. Not everyone who lives in the corridor uses the 710 freeway or owns a vehicle, but their lives have certainly been impacted by the freeway. It is critically important for people who use public transportation, walk, bike, or any combination of these modes, to feel safe and welcomed throughout their travel. Projects like the bus priority lane on Atlantic Blvd, the micromobility corridor pilot for Long Beach Blvd to the City of Vernon, or the study on a regional Metrolink line from Union Station to Downtown Long Beach, will increase safety, reduce traffic, and improve air quality.

To further reduce traffic and congestion along the 710 corridor, more cargo leaving from the Ports of Long Beach and Los Angeles will need to be moved by rail. I am hopeful that projects like the Freight Rail Electrification Pilot Project will support the region in this transition, and encourage additional investment in rail electrification.

I am concerned about the large number of highway focused infrastructure projects that may lead to increased capacity. I strongly support safety improvements along the corridor, to reduce the number of accidents and fatal collisions that currently occur. However, it is critical that these improvements, do not result in any additional lanes, displacement of residents, or an increase in transportation related emissions. Residents and community based organizations have raised concerns about the use of auxiliary lanes, which may have some safety impacts in specific locations but increase VMT in others. I encourage LA Metro to use auxiliary lanes sparingly, and with increased consideration of community concerns and emissions impact.

Thank you again for the opportunity to provide comments on this draft investment plan, and for your continuing commitment to the communities along this corridor. These investments are long overdue, and hopefully will result in reduced traffic fatalities and transportation related emissions. Lastly, your ongoing engagement with the community is greatly appreciated, and will ultimately result in the most impactful plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Josh Lowenthal", written in a cursive style.

**JOSH LOWENTHAL**  
**Assemblymember, 69<sup>th</sup> District**

CC: Stephanie Wiggins, CEO, Los Angeles County Metropolitan Transportation Authority



April 1, 2024

Metro Board of Directors  
Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
Los Angeles, CA 90012-2952

RE: Comments on the Long Beach-East Los Angeles Corridor Mobility Investment Plan

Dear Metro Board of Directors:

I write to express support for the Long Beach-East Los Angeles Corridor Mobility Investment Plan (CMIP). The decision to abandon the I-710 freeway expansion has paved the way for this plan and it represents a positive step towards more sustainable and community-oriented alternatives in our transportation and infrastructure development approach.

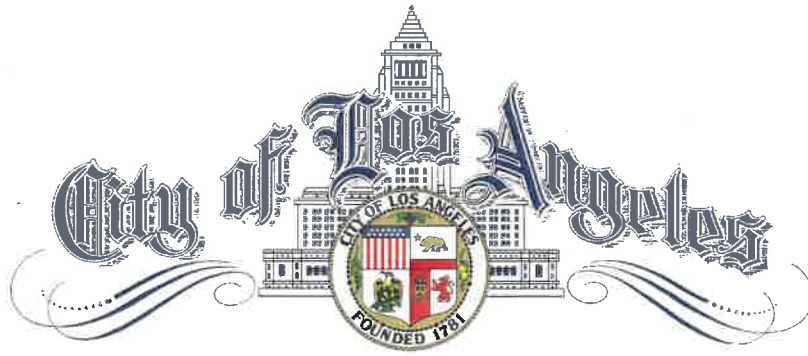
The CMIP's focus on improving transit access, developing complete streets infrastructure, enhancing non-motorized travel, and reducing air pollution reflects a dedication to creating a more livable, equitable, and interconnected region. While these developments are commendable, LA Metro must offer additional clarity and protections to guarantee that the community's needs are addressed and that the projects along the corridor do not result in displacement. Furthermore, LA Metro must maintain transparency about the initiation of these projects to prevent them from overshadowing or replacing community-led initiatives.

As this initiative moves forward, the importance of continuous community engagement and the active participation of all stakeholders cannot be overstated. It is vital to integrate the voices of our residents into the planning process, ensuring that the project outcomes faithfully reflect the diverse needs and objectives of our communities.

I appreciate the opportunity to provide input on the CMIP and look forward to continued collaboration. If you have any questions, please contact my office at (562) 529-3250.

Sincerely,

**ANTHONY RENDON**  
Assemblymember, 62<sup>nd</sup> District



TIM McOSKER  
Councilmember, 15th District

April 2, 2024

**SENT VIA EMAIL: 710corridor@metro.net**

Metro Board of Directors  
Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
Los Angeles, CA 90012-2952

Dear Metro Board of Directors:

On behalf of the residents of Council District 15, I am writing to express comments on the Long Beach-East Los Angeles Corridor Mobility Investment Plan (CMIP). The 15th District encompasses the Port of Los Angeles and the communities of Harbor City, Harbor Gateway, San Pedro, Watts, and Wilmington, positioning us uniquely with respect to the transportation and infrastructure developments within the CMIP.

The public engagement process is a cornerstone of successful project implementation. I encourage continued and enhanced outreach efforts, especially in the 15th Council District, to ensure their voices are directly informing the planning and execution phases of CMIP projects. I appreciate the Task Force and Community Leadership Committee's efforts in engaging various stakeholders, including environmental justice organizations, regulatory bodies, and community members. This collaborative engagement must continue, with an emphasis on integrating feedback from the communities directly impacted by these projects.

Regarding the projects included in the CMIP, in the 15th Council District, we are particularly focused on those that will enhance the Port of Los Angeles and surrounding infrastructure, including:

- The Lomita/SR-47 Connector Project: The east end of Lomita Boulevard is currently a dirt road, at best, filled with potholes while simultaneously acting as a major thoroughfare for truck traffic. This road has few to no street improvements (sidewalks, curbs, gutters, etc.) and has a few railroad crossings along the stretch. This project would fully improve Lomita Boulevard, from Eubank Avenue to Alameda Street (1.2 miles), along the Wilmington/Carson border and connect it with Alameda Blvd to the east. Currently, Lomita

Boulevard ends just west of Alameda Street. Improving this boulevard would provide safe, quality travel options for moving people and goods and instantly improve the quality of life for this neighborhood, decreasing the number of trucks that travel through the residential area.

- The modernization and expansion of on-dock rail yards (Pier 400, Terminal Island Transfer Facility, West Basin Container Terminal) to accommodate human-powered electric-operated rail-mounted gantry cranes, thus improving goods movement efficiency and reducing emissions.
- The SR-47 Navy Way Interchange project is crucial for eliminating traffic signal and movement conflicts, thereby enhancing the flow of goods and reducing congestion.
- Implementing best management practices for stormwater treatment along Route 1 and upgrading Transportation Management System elements along Route 47, which are critical for environmental sustainability and operational efficiency.

These projects, among others, are essential for supporting the Port's infrastructure, reducing congestion, improving air quality, and ensuring the efficient movement of goods. They align with specific community needs such as job creation, environmental sustainability, and enhanced transportation modalities.

Enhancing infrastructure in this area would significantly mitigate the challenges posed by freight truck staging and improve the quality of life for our residents. It would also support the broader goals of the CMIP by ensuring a more resilient and efficient transportation network that serves both our local communities and the regional economy.

I commend Metro for undertaking the comprehensive CMIP process and am optimistic about the positive impacts it will have on our communities. I urge the Board to consider these comments and the unique needs of the 15th Council District as the CMIP moves forward.

Thank you for the opportunity to provide comments on these projects. If I could be of any assistance to you on this request, please contact Sergio Carrillo at (213) 473-7015 or via email at [sergio.carrillo@lacity.org](mailto:sergio.carrillo@lacity.org).

Sincerely,

A handwritten signature in black ink, appearing to read "Tim McOSker", with a stylized, cursive script.

TIM McOSKER  
Councilmember, 15th District





We're developing a new vision for the  
Long Beach-East Los Angeles Corridor Mobility Investment Plan

Planning and Programming Committee  
April 17, 2024



Metro



# Investment Plan - Vision, Guiding Principles and Goals

## Vision

An equitable, shared LB-ELA Corridor transportation system that provides safe, quality multimodal options for moving people and goods that will foster clean air (zero emissions), healthy and sustainable communities, and economic empowerment for all residents, communities, and users in the Corridor.

## Guiding Principles

### Equity

A commitment to

- (1) strive to rectify past harms;
- (2) provide fair and just access to opportunities; and
- (3) eliminate disparities in project processes, outcomes, and community results.

The plan seeks to elevate and engrain the principle of Equity across all goals, objectives, strategies, and actions through a framework of Procedural, Distributive, Structural, and Restorative Equity, and by prioritizing an accessible and representative participation process for communities most impacted by the I-710.

### Sustainability

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

A commitment to sustainability to satisfy and improve basic social, health, and economic needs/conditions, both present and future, and the responsible use and stewardship of the environment, all while maintaining or improving the well-being of the environment on which life depends.

## Goals



# Investment Plan: Funding Allocation by Category

Mode	Initial Investment	START-UP* Fund	Modal Program	Measure R/M Investment Total	Total \$ Leveraged**
(All \$ in millions)					
Freeway Safety and Interchange Improvements	\$170.60	-	\$39.40	\$210	\$894**
Arterial Roadway / Complete Streets	\$115.85	\$14.50	\$72.15	\$188	\$1,767**
Transit	\$57.08	\$14.00	\$67.93	\$125	\$477**
Active Transportation	\$44.33	\$11.50	\$55.67	\$100	\$195**
Goods Movement	\$62.00	-	\$18.00	\$80	\$332**
Community Programs Catalyst Fund	\$40.00	-	-	\$40	\$340**
<b>Total</b>	<b>\$496.85</b>	<b>\$40.00</b>	<b>\$246.35</b>	<b>\$743</b>	<b>\$4,005**</b>

**Note:** No projects recommended for funding in the Investment Plan that widen the 710 Freeway, add additional general-purpose travel lanes, or have any known residential displacements.

Applicable projects will undergo CEQA/NEPA and Clean Air Act conformity analysis.

# How will the Investment Plan improve the LB-ELA Corridor and its Communities?

## Projects and programs will deliver the following outcomes:

- Safety improvements for all modes
- Zero-emission infrastructure and technology
- Public health: air quality and safety
- Improved transit speeds, reliability, and safety
- Expanded and protected active transportation and pedestrian infrastructure
- Arterial Roadway and Complete Streets Improvements
- Better community access to transit
- Environmental improvements
- Urban greening and reduction of urban heat island effect
- Workforce development investments
- Equity-focused community quality-of-life programs
- Strategic technical assistance for under-resourced communities

## When fully implemented, the Investment Plan will provide broad benefits for the LB-ELA Corridor, estimated to:

- Create 48,000 new jobs
- Reduce fatal injury collisions by 6-10%, resulting in the prevention of 8 deaths and 88 serious injuries
- Increase transit ridership by 5-10% daily
- Increase bicycle trips by 10-15%
- Reduce vehicle hours of delay by 5-10% for faster travel
- Decrease vehicle miles traveled (VMT) by 1-2% so fewer cars are on the road
- Reduce GHG annually by approximately 250,000 metric tons, resulting in a cooler climate
- Reduce particulate matter emissions by 2,500,000 grams annually, making the air cleaner and healthier for communities

# Community Program Partnerships

The Investment Plan recommends a front-loaded \$40 million **Community Programs Catalyst Fund** to initiate 15 Community Programs prioritized by the CLC and CBOs.

These programs require partnership with other agencies and acquisition of supplemental funds to deliver benefits.

The LA County Board of Supervisors approved a motion by Supervisors Hahn and Solis to partner with Metro on these programs (March 2022).

Working Groups will include community participation and support community co-design of these programs.



Working Group Topic Area	Community Programs
Air Quality, Community Health, and Environment	Bus Electrification Projects
	LB-ELA Corridor Community Health Benefit Program
	Zero-Emission Infrastructure for Autos
	Air Quality Monitoring Stations
	LB-ELA Corridor Energy Reduction/Greenhouse Gas (GHG) Emissions Reduction Program
	LB-ELA Corridor “Urban Greening” Initiative
	Public Art/Aesthetics
Housing Stabilization and Land Use	WSAB Transit-Oriented Development Strategic Implementation Plan and Program (TOD SIP)
	Transit-Oriented Communities/Land Use
	Homeless Programs
	Housing Stabilization Policies
Job Creation and Work Opportunities	Vocational Educational Programs
	Targeted Hire Programs
	Employment/Recruitment Initiatives
	Economic Stabilization Policies



# How We've Employed Metro's Equity Platform

## Equitable Processes

### Define and Measure

#### Understanding Equity

- **Equity Guiding Principle** adopted to apply across **all project goals**
- Informs both **participatory** and **technical** aspects of the planning process
- **Metro's Equity Focus Communities** designation used throughout the process to understand existing disparities and apply Equity evaluation criteria
- CMIP Chapter 1 (Background) and Chapter 3 (Existing Conditions) acknowledge the **historical inequities that have persisted into the present, resulting in harms** ranging from worsened **health impacts** to more **limited access to opportunities**
- EPET report documents LB-ELA Corridor **community history, equity issues, root causes**

### Listen and Learn

#### Task Force Process

- **33 Task Force meetings**
- **31 CLC meetings**
  - **27 CLC members** paid **\$128,400** total through Advisory Body Compensation Policy
- CBO Partnering Strategy
  - **35 CBO Partners** paid **\$128,000** total in stipends
- **16 Equity Working Group meetings**
- Zero-emission Truck/Community Engagement Working Groups

#### Project Idea Collection

- Project ideas gathered through **extensive multilingual public outreach process (18 events)**
- **1,920 surveys** and **985 mapping comments** through Social Pinpoint Mapping Tool and Survey
- Projects from local jurisdictions

### Train and Grow

#### OER Leadership

- Active and committed leadership role from **Metro's Office of Equity and Race** through the entire planning process.

#### Equity Planning + Evaluation Tool

- Key opportunity to apply **Metro's Pilot Equity Planning and Evaluation Tool (EPET)** as a guide for facilitating equitable processes and delivering equitable outcomes
- EPET has also served as a tool for **documenting and holding the project team accountable** to implement the equity platform throughout the investment plan process

## Equitable Outcomes

### Focus and Deliver

#### Projects to Advance Equity

- **\$743M total investment in the Corridor, with \$496M Initial Investment** in priority projects and programs evaluated for consistency with the Vision, Goals, and Guiding Principles, including application of **Equity Evaluation Criteria, Equity Flags, and Community Input Consideration Flags**

#### Community Programs

- **\$40 Million Community Programs Catalyst Fund** will advance community health and well-being in ways not typically addressed or funded by transportation planning

#### Technical Assistance

- **\$40 Million START-UP fund allocation** will support lower-resource jurisdictions to develop future projects through modal programs

# Next Steps

- Following Board approval of the CMIP, staff will continue to engage stakeholders in the implementation of the Investment Plan through the Community Program Working Groups, Modal Working Groups, and ongoing public outreach.
- Staff will bring timely recommendations for funding approval to support the development or implementation of CMIP projects and programs.
- Staff will convene follow-up meetings with the Task Force and CLC every six months to provide an update on implementing the LB-ELA CMIP.