



Board Report

File #: 2024-1108, File Type: Project

Agenda Number: 7.

**PLANNING AND PROGRAMMING COMMITTEE
APRIL 16, 2025
EXECUTIVE MANAGEMENT COMMITTEE
APRIL 17, 2025**

**SUBJECT: LONG BEACH-EAST LOS ANGELES CORRIDOR MOBILITY INVESTMENT PLAN
UPDATE**

ACTION: APPROVE RECOMMENDATIONS

RECOMMENDATIONS

CONSIDER:

A. APPROVING:

1. AMENDING the 2020 Long Range Transportation Plan (LRTP) to reflect the Board selection of “No Build” for the I-710 South Environmental Impact Statement/Environmental Impact Report (EIS/EIR), the project’s new name of the Long Beach-East Los Angeles Corridor Mobility Investment Plan (LB-ELA CMIP), and its transition to a comprehensive multimodal program of infrastructure projects and services;
2. PROGRAMMING up to \$3,000,000 in Measure R Highway Capital Funds through the LB-ELA CMIP to replace \$3,000,000 originally identified through the Congestion Mitigation and Air Quality (CMAQ) program for the Port of Los Angeles (POLA) Drayage Truck Charging Depot Project; and
3. PROGRAMMING \$9,000,000 in Measure R Highway Capital Funds through the LB-ELA CMIP for the Shoemaker Bridge/Shoreline Drive Project;

B. AUTHORIZING the Chief Executive Officer (CEO) or their designee to negotiate and execute all necessary agreement(s) with the local jurisdictions; and

C. RECEIVING AND FILING the status report on the LB-ELA CMIP.

ISSUE

Consistent with the Metro Board approval of the LB-ELA CMIP, several actions are being requested.

This request includes amending the 2020 Long Range Transportation Plan to reflect the Metro Board's approval of the LB-ELA CMIP and programming available funding capacity in Measure R Highway Capacity Funds for projects identified in the LB-ELA CMIP (Port of Los Angeles Drayage Truck Charging Depot Project and the Shoemaker Bridge/Shoreline Drive Project). Staff will also provide an update on the LB-ELA CMIP.

BACKGROUND

In May 2022, the Metro Board adopted the "No Build" alternative for the I-710 South Corridor Project Final Environmental Document and directed staff to continue re-engaging the corridor communities to repurpose the funds to develop a community-supportive multimodal vision for the corridor. After the completion of this effort, in April 2024, the Metro Board adopted the Long Beach-East Los Angeles Corridor Mobility Investment Plan (LB-ELA CMIP) and its recommendations for programming \$743 million in Measures R and M funds assigned to I-710 South improvements to fund an array of multimodal projects and programs within the former I-710 South Corridor that were identified, developed, and prioritized through an extensive two-and-a-half-year community and stakeholder engagement process guided by the principles of equity and sustainability and shaped by the consensus goals of air quality, community, environment, mobility, opportunity, prosperity, and safety.

The CMIP recommends the allocation of funding to three categories - Initial Investment Programs, Community Programs, and Modal Programs. The Initial Investment Program includes 20 projects and five programs of projects that are highly rated for alignment with advancing CMIP goals and that would leverage additional funding. The Community Programs include 15 topic areas responsive to long-standing equity issues facing LB-ELA Corridor communities for which Metro can partner with other agencies, stakeholders, and communities to leverage catalyst funding to secure supplement transportation investments in the corridor with external funding opportunities to advance community health, air quality, environment, housing stabilization, land use, job creation, and work opportunity goals. The Modal Programs afford CMIP flexibility to allow projects not selected as an Initial Investment priority to be developed through additional planning and stakeholder engagement efforts to secure funding in future years when Measure funds become available in FY32. Through these three categories, the CMIP will also fund pilot programs, strategic initiatives and studies, and provide technical assistance for lower-resourced communities to develop high-quality projects.

Zero-Emission Truck Program - Port of Los Angeles Drayage Truck Charging Depot (LB-ELA CMIP Project # LB-ELA 0004)

In June 2023, the Metro Board approved programming up to \$3 million for the LB-ELA Corridor Zero-Emission Truck (ZET) Program to leverage state and other funds for a proposed ZET Charging Project at the Port of Los Angeles (POLA) that would support the use of ZETs on I-710 South and within the LB-ELA Corridor. With the Board's adoption of the LB-ELA CMIP and the inclusion of the ZET Program in its Initial Investment list (Attachment A), the Port of Los Angeles Drayage Truck Charging Depot project (Attachment B) became eligible to receive the Measure R Highway Capital funds.

Shoemaker Bridge/Shoreline Drive Project (LB-ELA CMIP Project # LB-ELA 0010)

The Shoemaker Bridge/Shoreline Drive Project combines two projects that together will transition a high-speed highway, designed during the 1950s and 1960s, into a lower-speed, community-friendly

roadway; transform the urban freeway into a local arterial roadway; and create a seamless park space currently bisected by freeway on and off ramps and other roadways. The city of Long Beach is the project sponsor and is committed to delivering multimodal connectivity, including bikeways and pedestrian pathways that are physically separated from the street, new sidewalks, signalized intersections, drought-tolerant landscaping, and a stormwater management system.

The city of Long Beach has requested the full amount of \$9 million from the LB-ELA CMIP as identified in the Initial Investment list (Attachment A) to complete the design of the Project.

DISCUSSION

Amending the 2020 Long Range Transportation Plan

The Board-adopted 2020 Long Range Transportation Plan (LRTP) provides a constrained funding plan for the next 30 years and sets bold policies and goals to move LA County toward a future that enjoys reduced congestion; greater transit mobility options; improved air quality, public health, and equity; and stronger sustainability, environmental, and economic outcomes. The 2020 LRTP details how Metro plans, builds, manages, and maintains LA County's transportation system through ongoing investment in an array of multimodal projects and programs.

Since the 2020 LRTP is a financially constrained plan, Metro's committed investments are programmed to match Metro's anticipated funding. Funds supporting the LRTP are derived mainly from LA County's four transportation sales tax measures, two of which (Measures R and M) include funding for the I-710 South Corridor Projects (Phases I and II).

The Board's adoption in 2022 of the "No Build" alternative as a Locally Preferred Alternative for the I-710 South Corridor Project Final Environmental Document, and subsequent adoption of the LB-ELA CMIP in 2024 as the replacement program of projects, require an amendment to the 2020 LRTP for consistency with the new project name and its transition from a freeway-focused project to a comprehensive multimodal corridor program of transportation infrastructure and services supporting community and regional needs.

ZET Program - Port of Los Angeles Drayage Truck Charging Depot (LB-ELA_0004)

The POLA submitted a response to a Request for Information (RFI) to advance zero-emission goods movement infrastructure that was issued by the Mobile Source Air Pollution Reduction Review Committee (MSRC) in September 2022. Separately, the Los Angeles Cleantech Incubator (LACI) also responded to the RFI proposing four sites, including the same site identified and submitted by POLA. The four sites included in LACI's response were deemed highly desirable to be developed for battery electric charging to support heavy-duty trucks per LACI's [I-710 Investment Blueprint for Heavy-Duty Charging Depots <https://laincubator.org/wp-content/uploads/2024/06/LACI_710-Blueprint_Final.pdf>](https://laincubator.org/wp-content/uploads/2024/06/LACI_710-Blueprint_Final.pdf) (April 2023).

Metro staff invited LACI to present the project to the LB-ELA ZET Working Group in April 2023 and discussed its alignment with the LB-ELA ZET Program's goals and program principles developed with community and stakeholder support. As a result of the discussion, the working group, which included LB-ELA CMIP Task Force and Community Leadership Committee members, supported Metro's contribution of up to \$3 million from the \$50 million seed funding available for the LB-ELA ZET

Program. Staff then sought Board approval of the Metro contribution for this project in June 2023.

Since the Board approved programming of up to \$3 million for this project, using CMAQ as a Metro-controlled source of funds, the award process for CMAQ funds has shifted from Metro to the Southern California Association of Governments (SCAG). The current CMAQ program requires a competitive nomination and selection process for a two-year funding cycle, with the next round to cover FY27 and FY28. This timeline does not align with the project's construction phase activities, which will start equipment procurement and installation in FY26. Staff recommend replacing these CMAQ-identified funds with Measure R Highway Capital dollars, which became an eligible funding source for this project through the Board's adoption of the LB-ELA CMIP in April 2024. Prior to the Board approval, the uses for the Measure R Highway Capital subfund for the I-710 South and/or Early Action Projects were limited to projects located within the boundaries of the Gateway Cities subregion.

The total project cost is estimated at \$20.5 million. Metro's contribution of \$3 million will leverage an additional \$17.5 million in federal, regional, and private funds, fulfilling the Board's direction to secure an overall funding target of \$200 million from the \$50 million approved for the ZET Program.

The funding sources for the project are as follows:

- \$1.5 million from a Community Project Funding award sponsored by U.S. Representative Nanette Diaz Barragan,
- \$3 million from POLA,
- \$3 million from MSRC,
- \$3 million from Metro, and
- \$10 million from the POLA-procured third-party contractor.

Shoemaker Bridge/Shoreline Drive Project (LB-ELA 0010)

The City of Long Beach has been leading the Shoemaker Bridge project to improve safety, operations, and connectivity between Downtown Long Beach, local/regional transportation facilities, and other points of interest. The city is also sponsoring the Shoreline Drive project which will reconfigure West Shoreline Drive to remove a roadway barrier that separates Cesar E. Chavez Park, and as a result will convert 5.6 acres of roadway into parkland to create a more functional park space.

Combined, both projects will bring multiple benefits to the region, including safety and multimodal connectivity improvements, access to parks and open spaces, enhancements to sustainability and addressing climate change challenges, stimulating the local economy, and serving as a gateway to sports venues and hospitality accommodations for the 2028 Olympic and Paralympic Games. These improvements will address unsafe conditions that contributed to 131 collisions over a 10-year period on Shoemaker Bridge based on the Statewide Integrated Traffic Records System. The project will create dedicated spaces for multimodal travel options, including a shared-use path, ADA-accessible sidewalks, and a Class I bike path. The project design also includes resiliency features to withstand sea level rise and high winds and will mitigate flooding through stormwater systems that will attenuate runoff and recharge groundwater, including bioswales and pervious surfaces.

The city has committed local funds to these projects and is actively pursuing federal and state

discretionary grants with Metro's support to fulfill the combined project's full funding need. The projects reflect the desired outcomes expressed by local communities through the city's decade-long public outreach, including thoughtful roadway design and infrastructure elements that are self-enforcing and create greater mobility and safer roads for people, improved access to parks and public spaces, and mitigation for impacts caused by the nearby Ports of Long Beach and Los Angeles. Long Beach staff presented this project to the LB-ELA CMIP Task Force and CLC at its joint November 21, 2022, in-person meeting. The city is committed to engaging residents through the project's design and construction phases.

The LB-ELA CMIP prioritizes the Shoemaker Bridge/Shoreline Drive Project in its Initial Investment Project list and identifies \$9 million to support the city of Long Beach's effort to complete the design of both projects and leverage these funds to secure construction funds. The city has requested the entire \$9 million from the CMIP for the Shoemaker Bridge project.

Metro has supported the city of Long Beach in delivering these projects since October 2012 and June 2019. In September 2024 the city requested Metro program the \$9 million from the LB-ELA CMIP funds for the Shoemaker Bridge/Shoreline Drive Project to complete the design phase of the project (Attachment C). The Shoemaker Bridge/Shoreline Drive Project is also contained within the 2028 Olympic and Paralympic Games Mobility Concept Plan.

LB-ELA CMIP Status

Staff continue to advance other priority projects identified within the LB-ELA CMIP to support investment in the corridor communities to improve mobility, safety, air quality, and quality of life.

Pre-Investment Plan Opportunity

In September 2022, the Board approved a staff recommendation for a Pre-Investment Plan Opportunity (PIPO) that comprised four corridor projects to take advantage of the unprecedented funding opportunities at the state and federal government in fiscal year 2022-23 in advance of the CMIP adoption.

The four projects were selected as PIPO projects and were all successful in receiving state and federal discretionary grants with the support of the Board. These projects are as follows:

- Humphreys Avenue Bike/Pedestrian Crossing over I-710 in East LA
- Huntington Park Safe Routes for Students and Seniors
- I-710 Integrated Corridor Management Project
- Southeast LA Transit Improvement Program

More details of the discretionary grant programs, award amounts, and the project phases are provided in Attachment D.

Rail to River Segment B Project (LB-ELA CMIP Project # LB-ELA_0006)

The LB-ELA CMIP includes \$3.15 million in Initial Investment funding support for the Rail to River Segment B Project, which is the eastern segment of the longer Rail to Rail/River Active Transportation Corridor and extends approximately four miles east from the Metro A Line Slauson Station to the Los Angeles River, traversing a small segment of unincorporated Los Angeles County and the cities of Huntington Park, Maywood, and Bell.

Metro staff have been working closely with the corridor jurisdictions on the initial design of the Rail to River Segment B project. Community meetings were recently conducted in February and March 2025 to provide a project update and receive community feedback. Staff are providing a status update to the Board this month that reports on the outcome of community meetings and requests programming of the \$3.15 million in LB-ELA CMIP funds previously approved by the Board through a separate Board Report.

Pending Grant Opportunities

To leverage funding in the LB-ELA CMIP, Metro submitted applications in 2024 for the federal Reconnecting Communities Pilot (RCP) program for the I-710 Planning Study: Reconnecting the Long Beach-East LA Corridor Communities, and for the Senate Bill 1 (SB1) Trade Corridor Enhancement Program (TCEP) for the Long Beach-East Los Angeles Corridor ZET Project.

This application was submitted by Metro and the METRANS Transportation Consortium, a joint partnership of the University of Southern California and California State University, Long Beach. Although the project did not receive the RCP award in this cycle, staff recognize that the need to reconnect communities across the freeway remains a central focus of the CMIP and intend to identify other funding opportunities to pursue.

Metro, in partnership with two private developers that specialize in developing battery-electric heavy-duty truck charging depots, requested \$13.7 million from the SB1 TCEP for a total project cost of \$38.1 million. As described in a November 2024 Board Box, the project will build two battery-electric truck charging depots within the LB-ELA CMIP study area to support the transition of heavy-duty drayage trucks from diesel engines to zero-emission engines. The TCEP award announcement is scheduled to be made in June 2025. If successful, staff will return to the Board to request programming of Metro's local match commitment of \$3 million from the CMIP-dedicated funds. MSRC is a funding partner in this effort and its Governing Board would likewise approve their funding contribution upon receipt of the TCEP award.

Community Leadership Committee Reflections & Recommendations Report

The LB-ELA CMIP piloted a new approach to community engagement and equity leadership by having a community-led group act as an advisory body (the Community Leadership Committee, or CLC) to the project Task Force, who in turn provided recommendations to the Metro Board. While this approach may be refined if used for other project engagement efforts, overall, the collaborative environment created throughout this new process helped to build trust between Metro and community members and increase a sense of ownership of the CMIP by the communities that were engaged and for whom the plan's benefits will accrue.

Metro at the request of the Board took an unprecedented approach to engage and work with impacted communities to ensure the resulting plan reflected their vision and needs. Immediately after the adoption of the CMIP, staff recognized the need to document the lessons learned from the CLC process to benefit future Metro efforts. The report begins with the historical context of the project and outlines methods of engagement, key dates in the CLC process, approaches to communication, CLC recruitment efforts, and language translation protocols. Interviews were conducted with eight CLC members, six Task Force members, five Metro staff, and three consultants. Each interview asked for

reflections on what worked and what could be improved for future Metro community leadership processes. The report (Attachment F) includes resources for Metro to incorporate community leadership into projects when feasible.

Continuation of Community Engagement

Since the adoption of the CMIP, Metro staff has been vetting internally various approaches to support the CMIP projects and intends to assemble a dedicated team of professionals for the Phase II implementation. In the interim, staff recognizes the need to regularly update the Task Force, CLC, and corridor communities and jurisdictions on the LB-ELA CMIP's progress.

To this end, Metro is planning one Task Force and CLC combined meeting, and three public meetings in the next 10 months. These meetings will be used to provide CMIP progress, including the items that are reported in this Board Report, and share Metro's plan for creating a community advisory group for the Implementation Phase of the CMIP and soliciting community feedback on the proposed community advisory group formation.

Staff also plan on hosting community engagement events on the two ZET projects for which Metro applied for SB1 TCEP funding. Envisioned as community engagement events in partnership with the ZET project developers, these events are intended to showcase the proposed ZET projects and anticipated improvements to the immediate area and discuss opportunities to deliver additional community benefits.

DETERMINATION OF SAFETY IMPACT

The LB-ELA CMIP supports the development of a safer multimodal transportation system that provides high-quality multimodal mobility options to enhance communities and lives through safer travel options to access opportunities. In particular, the projects selected for the Initial Investment Program were evaluated on their ability to deliver safety benefits identified through the CMIP process. Some examples of these projects include safer pedestrian crossings, protected bicycle lanes, improved freeway crossings for vehicles, and gates and barriers to prevent at-grade rail crossing collisions.

FINANCIAL IMPACT

Funding for these projects will be budgeted under the LB-ELA CMIP project, which is funded from the Measure R Highway Capital subfund for the I-710 Early Action Project in Cost Center 4611.

Since the LB-ELA CMIP is a multiyear program that contains various projects, Countywide Planning and Development will be responsible for budgeting the costs in current and future years.

Impact to Budget

The source of funds for these projects is Measure R 20% Highway Funds dedicated to the I-710 South (now LB-ELA) Corridor. This fund source is not eligible for transit capital or operations expenses.

EQUITY PLATFORM

The LB-ELA CMIP is a multimodal comprehensive plan that reflects the collective vision and aspirations of the corridor communities and stakeholders as gathered through a two-and-a-half-year engagement process. The plan lays out multimodal solutions and their benefits to the community, the environment, and the economy, and is a testament to the power of collaborative planning in creating a more connected, accessible, and vibrant region. Implementing the CMIP, particularly the Community Programs, will meet community needs and provide benefits that complement and exceed those found in traditional transportation investment strategies.

Throughout the development of the CMIP, community members challenged Metro to take accountability for historical and ongoing transportation-related health burdens that disproportionately impact Black, Indigenous, and People of Color (BIPOC) and other socioeconomically disadvantaged populations, and that improve community health outcomes and advance equity through Metro's transportation investments. In response, OER is developing an Equity Planning Toolkit based on the lessons learned and best practices gathered through the CMIP process. The toolkit will be integrated into the existing Metro process to support staff to think more broadly about and address the health implications of Metro projects.

The 2020 LRTP was developed in accordance with the Equity Platform and its four pillars as adopted by the Board in 2018. Amending the 2020 LRTP as explained in this Board Report ensures the LB-ELA CMIP's alignment with the Equity Platform.

The LB-ELA CMIP included a ZET Working Group whose membership was made up of partner agencies, subject matter experts, and community members who guided staff in developing the ZET Program vision, goals, and principles that reflected the communities' desired outcomes. The working group supported Metro's contribution to the POLA Drayage Truck Charging Depot Project with a recognition that the project will bring immediate air quality benefits to Equity Focus Communities (EFC) near the project location and along the LB-ELA Corridor.

The Shoemaker Bridge/Shoreline Drive Project aligns with the Measure R Board-approved guidelines and the Objectives for Multimodal Highway Investments. The Highway Subsidy Grants offer equity opportunities via the development of transportation project improvements through city contracts that can reduce transportation disparities. As such, each city and/or agency, independently and in coordination with its subregion, undertakes its jurisdictionally determined community engagement process specific to the type of transportation improvement it seeks to develop.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit. * Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this Board item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through investment and planning activities that will benefit and further encourage multimodal transportation, including active transportation due to the traffic calming and safety enhancement designs of the Shoemaker Bridge and Shoreline Drive projects. These projects will reduce driving and improve conditions for pedestrians and bicyclists. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

In addition, this item funds a project that will help transition some diesel trucks to zero emissions technology. While these projects do not directly encourage taking transit, sharing a ride, or using active transportation, they are a vital part of Metro goals to improve quality of life, as they support Metro's commitment to clean trucks and cleaner goods movement. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item is consistent with the goals of reducing VMT.

*Based on population estimates from the United States Census and VMT estimates from the highway performance monitoring system data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports strategic plan goals:

- Goal 1: Provide high-quality options that enable people to spend less time traveling.
- Goal 2: 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 funding allocation. However, this option is not recommended as the programmed amount has already been approved by the Board with the adoption of the LB-ELA CMIP in April 2024. Furthermore, not approving the item will delay the development and completion of one of the Board-approved 2028 Games Mobility Concept Plan projects.

NEXT STEPS

Staff will coordinate to 1) amend the 2020 LRTP to ensure consistency with the Board action on adopting the LB-ELA CMIP, and 2) negotiate and execute all necessary agreements with local jurisdictions for the Port of Los Angeles Drayage Truck Charging Depot and the Shoemaker Bridge/Shoreline Drive project upon approval by the Board.

Given the breadth of the CMIP with multimodal and multi-jurisdictional projects and programs, staff have been meeting with internal departments and groups, and external agencies and communities to chart a course to operationalize various elements of the CMIP in the near term. Staff will continue working with the subregion, cities, communities, stakeholders, and sponsor agencies to operationalize the LB-ELA CMIP and deliver projects.

ATTACHMENTS

Attachment A - LB-ELA CMIP Initial Investment Project List

Attachment B - Port of Los Angeles Drayage Truck Charging Depot

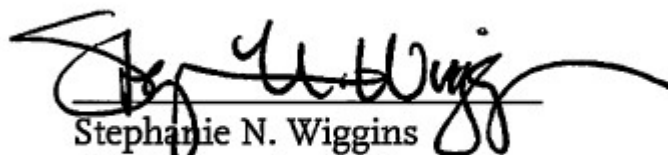
Attachment C - City of Long Beach Request for Funding for Shoemaker Bridge/Shoreline Drive

Attachment D - LB-ELA CMIP Pre-Investment Plan Opportunity Project Status Update

Attachment E - Community Leadership Committee Reflections & Recommendations Report

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Chief Executive Officer

LB-ELA CMIP Initial Investment Project List

Project ID	Name	CMIP Amount (in millions)
LB-ELA_0203	Bus Stop Improvement Projects/Programs	\$19.00
LB-ELA_0060	Complete Street Corridor: Alondra Blvd	\$9.00
LB-ELA_0057	Complete Street Corridor: Atlantic Blvd	\$68.58
LB-ELA_0058	Complete Street Corridor: Florence Ave	\$24.89
LB-ELA_0062	Complete Street Corridor: Long Beach Blvd	\$0.75
LB-ELA_0061	Complete Street Corridor: Slauson Ave	\$3.60
LB-ELA_0023	Clean Truck Infrastructure*	*
LB-ELA_0165	Compton Creek Bike Underpasses	\$0.50
LB-ELA_0168	Compton Transit Management Ops. Center Enhancements	\$2.00
LB-ELA_0217	Freight Rail Electrification Pilot Project	\$10.00
LB-ELA_0151	Goods Movement Freight Rail Study	\$2.00
LB-ELA_0139	Humphreys Avenue Pedestrian/Bike Overcrossing	\$8.96
LB-ELA_0181	I-710 Freeway Lids, Caps & Widened Bridge Decks	\$5.00
Various	I-710 MOSAIC Program (Interstate 710 Multimodal, Operational, Safety, and Access Improvements for the Community)	\$153.60
LB-ELA_0033	I-710/Firestone Interchange Improvements	
LB-ELA_0034	I-710/Florence Interchange Improvements	
B-ELA_0028	I-710/Willow Interchange Improvements L	
LB-ELA_0029	I-710/Del Amo Interchange Improvements	
LB-ELA_0030	I-710/Long Beach Boulevard Interchange Improvements	
LB-ELA_0031	I-710/Alondra Interchange Improvements and Modification of SB I-710 to SR 91 Connectors	
LB-ELA_0032	I-710/Imperial Interchange Improvements	
B-ELA_0035	I-710 Auxiliary Lanes (Willow to Wardlow) L	
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	
LB-ELA_0157	I-710 Particulate Matter (PM) Reduction Pilot Project	\$2.00
LB-ELA_9318	I-710 Planning Study: Reconnecting the Long Beach-East LA Corridor Communities	\$2.50
LB-ELA_0156	I-710 Traffic Controls at Freeway Ramps	\$10.00
Various	LB-ELA Corridor Bus Transit Priority Program (Eight Corridors)	\$31.08
LB-ELA_0146	• Atlantic Boulevard Bus Priority Lane Corridor	
LB-ELA_0141	• Long Beach Boulevard Bus Priority Lane Corridor	
LB-ELA_0144	• Florence Avenue Bus Priority Lane Corridor	
LB-ELA_0142	• Slauson Avenue Bus Priority Lane Corridor	
LB-ELA_0143	• Gage Avenue Bus Priority Lane Corridor	
LB-ELA_0145	• Firestone Boulevard Bus Priority Lane Corridor	
LB-ELA_0178	• Whittier Boulevard Bus Priority Lane Corridor	
LB-ELA_0179	• Olympic Boulevard Bus Priority Lane Corridor	
LB-ELA_0008	Metro A Line First/Last Mile Improvements	\$9.76
LB-ELA_0175	Metro A Line: Install Quad Safety Gates at all A Line Crossings	\$5.00
LB-ELA_0006	Rail to River Active Transportation Corridor, Segment B	\$3.15
LB-ELA_0017	Regionally-Significant Bike Projects from the Metro Active Transportation Strategic Plan	\$15.65
LB-ELA_0010	Shoemaker Bridge/Shoreline Drive	\$9.03
LB-ELA_0111	Southeast Gateway Line Bike and Pedestrian Trail**	\$3.80
LB-ELA_0004	Zero Emission Truck (ZET) Program	\$50.00
	Community Program Catalyst Fund	\$40.00
	Total	\$489.85

Notes:

I-710 = Interstate 710

* Clean Truck Infrastructure investment included as part of the Zero-Emission Truck Program (LB-ELA_0004)

** Formerly called the "West Santa Ana Branch" trail. Bikeway project name updated to reflect new rail corridor name.



To: Ray Gorski, MSRC
From: Jack Symington, LACI

RE: Conditional Award for Port of Los Angeles Drayage Truck Charging Depot; RFO 2023-01

RFI 2023-01 was released on September 2, 2022, requesting submittal of Information Packages seeking partnerships to facilitate investment in zero emission infrastructure to support the transition of goods movement trucks to zero-emissions within the South Coast AQMD region. A total of \$50M was allocated by the MSRC for this Work Program category. The RFI closing date was November 30, 2022.

An Information Package was received by LACI seeking MSRC funding to implement zero-emission battery electric drayage truck recharging at sites located on Port of Los Angeles property. In a separate RFI response, the Los Angeles Harbor Department (Port of Los Angeles) submitted an Information Package seeking to establish a partnership with the MSRC to implement zero emission truck refueling at sites located on, and in proximity to, Port property. In addition to submitting an Information Package to the MSRC, LACI was successful in receiving \$1,500,000 in federal funding to co-fund transition of the two Port sites into publicly accessible battery electric drayage truck charging facilities. The Port of Los Angeles informed MSRC Staff of their support for the project, and committed a co-funding contribution on the order of \$3,000,000. Due to the proximity of the two publicly accessible charging locations to the I-710 corridor, LA Metro also indicated their support for the project, and committed \$3,000,000 of funding to the project.

LACI and the Port of Los Angeles requested the MSRC commit \$3,000,000 in Clean Transportation Funding™ towards the partnership with LACI, the Port, and LA Metro. The MSRC approved this funding request at the August 2023 Board Meeting, conditional on Port of Los Angeles selecting a site developer and operator, and securing co-funding commitments, to demonstrate to potential site developers and operators that incentives are available to mitigate site development risk and support a third party operator business case.

This future disbursement of MSRC funding was conditioned upon the following occurring to the satisfaction of the MSRC:

1. Successful RFI Process & Selection of Site Developer;
2. Co-Funding Commitments Formalized;
3. LACI Successfully Assumes Role as Project Implementer on Behalf of the City of Los Angeles Harbor Department.

1. Successful RFI Process & Selection of Site Developer

In September 2023, the Port of Los Angeles released a Request for Proposal (RFP) seeking a developer and operator for charging facilities on the two parcels. LACI's role as administrator of Federal, MSRC and Metro funding during development of the two sites was outlined in the RFP. In June 2024, the Port of Los Angeles sent a Notice of Intent to Recommend Award to Prologis Mobility to be the developer and operator of truck charging infrastructure for the two parcels.

Site Design:

The project will utilize 600kW chargers serving four (4) stalls each, with a minimum stall charge rate of 150kW per stall that will be future proofed to 1MW charging capability (implementable once the CharIn Megawatt Charging Standard is commercially available). The site will have a total of **40 EV fast charging stalls**. Fast charging will minimize the amount of charging time required so fleets can get back on the road as quickly as the vehicle's onboard charger will allow.

Though the initial request to MSRC referenced two parcels for charging sites, **the final project design has charging stalls on one of the parcels, though both parcels will be used for operations**. The north lot will be used as a trailer drop lot for customers with a trailer in tow. An EV yard hostler will be provided for fast and easy trailer drops/pickups. The south lot will host all of the charging infrastructure. This layout allows for maximum charging density while remaining flexible for fleet users with and without a trailer. This strategy also reduces capital costs by limiting new service requests to one instead of two, with two being required if both lots were energized. This design leaves open the possibility of installing chargers on the other north parcel in the future as well.

Facility Operation:

Prologis proposes the charging infrastructure to be available 24 hours a day, 7 days a week, 365 days per year to maximize charger utilization and meet the ever-growing charging needs of PDTR fleet customers. Prologis will provide public charging stalls while balancing and meeting the needs of how fleets expect to charge. Prologis will collect feedback from our existing customer relationships and those registered in the PDTR to ensure our offering continues to meet the evolving needs of fleets at the Port.

Project Schedule	
Site Entitled	Q3 2025
Completion of Engineering and Utility Design	Q4 2025
Equipment Procurement:	Q2 2026

Equipment Delivered:	Q3 2027
Construction Complete & Site Commissioning:	Q4 2027

Project Costs	
Engineering, Design, Utility Studies:	\$725,000
Equipment Purchases (EVSE, DER, High Voltage Dist. Equipment):	\$7,125,000
Site Prep (Remediation, Grading, Paving):	\$3,900,000
Construction (Labor + Materials + Utility Payments):	\$7,500,000
Project Management and Commissioning:	\$1,000,000
Total	\$20,500,000

2. Co-funding Commitments:

In June 2023, LACI entered into a contract with the US Department of Housing and Urban Development for \$1,500,000 to fund a drayage truck charging depot on public property, with support from POLA to deploy the charging infrastructure on the parcels on 1519/1520 East I St.

The Los Angeles Harbor Department has committed to providing \$3,000,000 to Prologis in the terms of their lease agreement (still under negotiation) to defray a portion of the Site Prep costs. The below language was included in the RFP issued January 2024:

“Up to \$3 million in funding from the POLA Clean Truck Fund is available for zero emission heavy-duty truck charging infrastructure construction, subject to required City approvals, including funding agreement”

LA Metro, through a cooperative and financing agreement with the MSRC, has committed to contributing \$3,000,000 with 97.5% funding either the Equipment Purchases (only EVSE or High Voltage Distribution Equipment) or the Construction component of the project; the remaining 2.5% would support Project Management. LA Metro’s Board approved this contribution June 2023.

LACI is asking MSRC to commit \$3,000,000 to this project; 97.5% of the funds would go towards Equipment Purchases (only EVSE or High Voltage Distribution Equipment), the remaining 2.5% would support Project Management.

3. LACI's Role with Los Angeles Harbor Department

The Los Angeles Harbor Department RFP issued January 2024 (Truck Drayage Charging Depot Operator) included the below language:

“This solicitation does not serve as a grant funding opportunity notification. Grant funds may be available via a separate funding contract between the successful Proposer and the funding entity.

- *\$1.5 million in Federal grant funds is available from Los Angeles Cleantech Incubator (LACI) which was secured through a Congressional earmark (Barragan). The Harbor Department will not be a party to this funding contract*
- *Additional grant funding is authorized through METRO and the Mobile Sources Air Pollution Reduction Review Committee (MSRC). See the following links regarding funding that has been authorized for this project. See the agenda and minutes for the METRO June 22, 2023 Board Meeting, and the agenda from the MSRC Board Meeting on August 17, 2023. It is the Harbor Department's understanding that the \$6 million of METRO/MSRC funding will contractually flow through LACI to the Successful Proposer. The Harbor Department will not be a party to this funding agreement.*

LACI has already been in contact with Prologis about the site details and contracting details for the federal funds, as well as the LA Metro and MSRC funds, should the latter be confirmed.

4. Proposed Milestone Payment Schedule

To improve the ability for Prologis to meet its proposed schedule, LACI proposes a milestone based payment schedule for MSRC's \$3,000,000.

Milestone	Schedule Completion	Proposed Funding Proportion
Site Entitled	Q3 2025	0%
Completion of Engineering & Utility Design	Q4 2025	0%
Equipment Procurement:	Q2 2026	25%

Equipment Delivered:	Q3 2027	25%
Construction Complete & Site Commissioning:	Q4 2027	50%



MAYOR REX RICHARDSON

September 9, 2024

Stephanie Wiggins
CEO, Los Angeles County Metropolitan Transportation Authority
One Gateway Plaza
Los Angeles, CA 90012

RE: Support for the Shoemaker Bridge Replacement Project and the Shoreline Drive Gateway: Corridor Realignment and Community Connections Project

Dear Stephanie Wiggins,

On behalf of the City of Long Beach (City), I would like to thank the Los Angeles County Metropolitan Transportation Authority (Metro) for its continued support of the Shoemaker Bridge Replacement Project and the Shoreline Drive Gateway: Corridor Realignment and Community Connections Project. The City remains a strong proponent of Measure R and Measure M, acknowledging the valuable support these funds have provided for these two projects, which have been instrumental in our progress so far. To ensure the two projects continue to move forward, and as requested by Metro, I am formally requesting the Metro Board of Directors to allocate the \$9 million from the Long Beach-East LA Corridor Mobility Investment Plan (LB-ELA CMIP) to continue to fund the design for the Shoemaker Bridge Replacement Project. Additionally, we are seeking an additional \$24 million for the Shoreline Drive Gateway: Corridor Realignment and Community Connections Project to support both design and construction phases.

Metro's \$9 million allocation from the LB-ELA CMIP will provide the funds needed to continue the design phase for the Shoemaker Bridge Replacement Project, which will replace several inadequate mid-20th Century bridges with one bridge designed to modern standard; create new multimodal infrastructure for vehicles, pedestrians, and bicyclists; and restore connections between communities severed by the existing roadway infrastructures. This funding is critical to continue to move this project forward as the City actively seeks federal funding for the construction phase of the Shoemaker Bridge Replacement Project. The City has submitted grant applications and is still waiting for award decisions from USDOT for the Multimodal Project Discretionary Grant and the Large Bridge Investment Program.

Additionally, I am requesting the Metro Board of Directors to allocate \$24 million for the Shoreline Drive Gateway: Corridor Realignment and Community Connections Project. Thanks to Metro's previous support for this project, the City leveraged City and Metro funds to successfully secure \$30 million dollars in federal grant funding from the Fiscal Year 2022 USDOT Reconnecting Communities Program. This accomplishment has allowed the Shoreline Drive Realignment Project to move one step closer to completion, which will greatly improve the safety, quality, and reliability of mobility within Downtown Long Beach by realigning Shoreline Drive, reconnecting a fragmented street network, and upgrading technology systems with new fiber optic networks and traffic signals. These improvements will advance active transportation use and mobility options for residents with new multi-use paths, protected cycle tracks, sidewalks, and LED lighting throughout the Project area.

Furthermore, by removing an existing highway barrier to open space for residents and creating a 22-acre contiguous space for park development, the Shoreline Drive Realignment Project will create opportunities for recreation and healthy living that are currently limited by the freeway design. The Shoreline Drive Realignment Project will also create a more resilient and sustainable stormwater management system by adding new catch basins and bio-swales that capture excess stormwater runoff for reuse.

The Shoreline Drive Realignment Project is part of a broader set of community investments the City of Long Beach is making in the Downtown neighborhood and will support job creation in areas of persistent poverty. This includes the expansion of the adjacent Cesar Chavez Park, the realization of the Drake-Chavez Park Master Plan, and the replacement of the Shoemaker Bridge on Route 710. The projects benefits are complemented by these other efforts to improve the quality of life and safe travel for Long Beach residents and visitors. The realignment of Shoreline Drive will restore access to 5.5 acres of open space in an underserved neighborhood that lacks large parks and is cut off by the existing Shoreline Drive ramps.

As we continue to move forward, we acknowledge that transformational projects require coordination and partnership between multiple funding partners. With the City's \$10 million match commitment and USDOT's \$30 million grant, the Shoreline Drive Realignment Project is still in need of an additional \$24 million. To ensure the successful completion of all project phases for the Shoreline Drive Realignment Project, the City is seeking an additional \$24 million from Metro to finalize the design (\$4 million) and construction (\$20 million). With Metro's additional support, the Shoreline Drive Realignment Project will transform the quality of life, traffic operations and safety, multimodal infrastructure, and park equity in a historically disadvantage area of Long Beach. Additionally, Metro's support will allow for the Shoreline Drive Realignment Project to be on track to finalize design by the end of 2024 and begin construction in 2025, with completion in 2027 before the City hosts the 2028 Summer Olympics Games.

The City respectfully requests the Board's consideration in allocating \$9 million from the LB-ELA CMIP for the design phase of the Shoemaker Bridge Replacement Project and Metro's support in allocating an additional \$24 million for the design and construction phase of the Shoreline Drive Gateway: Corridor Realignment and Community Connections Project. These projects are vital to enhancing connectivity and infrastructure, and we look forward to strengthening our partnership to complete this transformational project. We will follow up with a formal meeting request to discuss further details. If you have any questions, please contact Sarah Patterson, Manager of Strategic Partnerships and Government Affairs, at Sarah.Patterson@longbeach.gov.

Sincerely,



Mayor Rex Richardson
City of Long Beach

cc: Thomas B. Modica, City Manager, City of Long Beach
April Walker, Assistant City Manager, City of Long Beach
Eric Lopez, Director of Public Works, City of Long Beach
Ray Sosa, Chief Planning Officer, LA Metro
Michael Cano, Executive Officer, LA Metro

Attachment D

LB-ELA CMIP Pre-Investment Plan Opportunity Projects Status

Project	Discretionary Funds Awarded	Project Cost	Awarded Amount	Current Phase	Construction Start Date (expected)
Humphreys Avenue Bike/Pedestrian Crossing over I-710 in East LA	Federal Reconnecting Communities Program	\$19.9 M	\$9.9 M	Interagency coordination with Caltrans	August 2026
Huntington Park Safe Routes for Students and Seniors	SB1 Active Transportation Program Cycle 6	\$4.3 M	\$4.3 M	Environmental (PA&ED) phase	December 2025
I-710 Integrated Corridor Management Project	SB1 Trade Corridor Enhancement Program	\$40.2 M	\$27.8 M	100% design	Spring/Summer 2025
Southeast LA Transit Improvement Program	SB1 Local Partnership Program	\$31.1 M	\$14.5 M	Right-of-Way Certification completed	Summer/Fall 2026

**PUBLIC RELATIONS &
SPECIAL EVENTS RECAP REPORT**
JULY 2024



U.S. TRANSPORTATION SECRETARY PETE BUTTIGIEG EVENTS/PRESS CONFERENCE, JULY 18 and JULY 19

The Public Relations and Special Events led the efforts to help support U.S. DOT Secretary Pete Buttigieg's events and press conferences during his visit to Los Angeles on July 18 and 19.

- On Thursday July 18, Secretary Buttigieg joined LA Mayor Karen Bass, Metro Chair and LA County Supervisor Janice Hahn and Metro CEO Stephanie Wiggins for a ride on Metro's E Line to Exposition Park where they then highlighted the more than \$200 million in investments headed to LA to help reconnect communities, decrease air pollution, and prepare the city to host the Los Angeles 2028 Olympic and Paralympic Games. Secretary Buttigieg then visited Division 13 where he met with bus operators and mechanics and heard from Metro leadership about how a new \$77 million grant from DOT will allow Metro to buy electric buses for their transit system, leading to less pollution and cleaner air for everyone in the area.
- On Friday, July 19, Secretary Buttigieg appeared at Humphreys Ave. Elementary School alongside U.S. Representative Jimmy Gomez, Metro Board Member Hilda L. Solis, Metro CEO Stephanie Wiggins, and other local leaders to celebrate a nearly \$10 million grant to reconnect this section of East Los Angeles that was divided by the construction of I-710.



U.S. DOT SECRETARY PETE BUTTIGIEG MEDIA COVERAGE

Results:

Total Stories: 72

Print, Online and Broadcast

Impressions: 279M

Ad Value: \$2.6M



(Spectrum News/Susan Carpenter)



LA to get \$139M to improve public transportation ahead of 2028 Olympic Games

BY SUSAN CARPENTER | LOS ANGELES
PUBLISHED 2:00 PM PT JUL. 22, 2024

LOS ANGELES — One week before the 2024 Olympic Games will open in Paris, the host city of the 2028 games announced it is receiving \$139 million to improve public transportation.

The Department of Transportation is providing the funds to Los Angeles to increase bus service, add multimodal transit options such as bike shares and improve accessibility on sidewalks and roads near rail stations and bus stops.



LA to get \$77 million in federal funds to add electric buses before Olympics, hopes for millions more

Los Angeles Times article snippet showing the headline and introductory text about the \$77 million federal funding for electric buses.



Community Leadership Committee Reflections & Recommendations Report

*Resources and Templates for Community-Led Transportation Planning
Informed by Community, Task Force, and Project Team Members*

Long Beach - East LA Corridor Mobility Investment Plan



October
2024

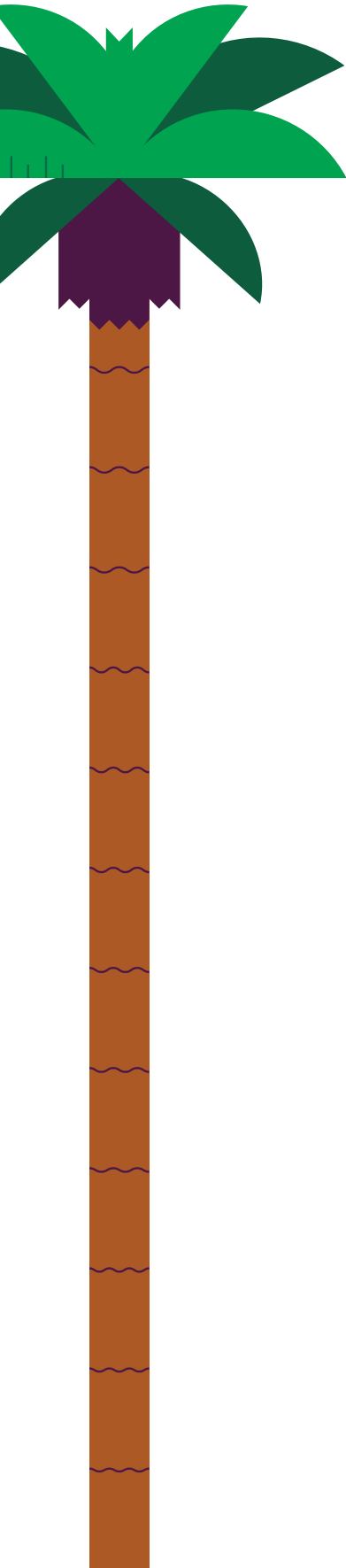


October 2024
Report prepared by:



arellano
associates

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EXECUTIVE SUMMARY

A COMMUNITY EFFORT

The Long Beach-East LA Corridor Mobility Investment Plan (CMIP) was developed between 2021 and 2024 and is the result of an extensive community-centered effort to envision new multi-modal transportation options along the project's 19-mile long and 5-mile wide corridor. Encompassing 18 cities and 3 unincorporated communities, the project area has a diverse, engaged population that has experienced a long history of harmful impacts as a result of the I-710 Freeway.

Plans to expand the freeway that were recommended in 2005 faced significant community opposition due to concerns about increased environmental and health impacts. Still, the Metro Board adopted freeway modernization Alternative 5C in 2018, which included the freeway widening and funding to purchase Zero Emissions trucks along with other community benefits. Following the approval of Alternative 5C, community activism and local pressure on Metro and Caltrans persisted. The EPA also warned that expanding the freeway would not meet air quality standards. This resulted in a shift to alternative proposals for the corridor. The Metro Board suspended the freeway expansion project in 2021 and directed staff to create a new community-oriented planning process which included the formation of the LB-ELA Corridor Task Force, Working Groups, and Community Leadership Committee (CLC).

The CMIP piloted a new approach to community engagement, by having a community-led group act as an advisory body to the project Task Force, who in turn provided recommendations to the Metro Board. Over the course of two years, a diverse group of 26* CLC members from 21 jurisdictions represented their communities at monthly meetings to review information, ask questions, provide feedback, and develop recommendations. CLC members were required to live within the project study area, which ensured representative feedback. During this robust engagement process, CLC members also participated in public workshops, collaborated with the Task Force and the project team in working groups, and reviewed key project deliverables. CLC members were compensated for their participation in accordance with Metro's Advisory Body Compensation Policy (ABC Policy). Overall, the collaborative environment created throughout the CLC process helped to build trust between Metro and community members and to increase a sense of ownership of the project.



THIS REPORT

This report provides an overview of the CLC process followed during the development of the CMIP and lessons learned for future Metro efforts. The insights of the report build on Metro's commitment to Listen and Learn, as described in the [Equity Platform](#), which includes meaningful community integration for planning processes, along with Metro's [Objectives for Multimodal Highway Investment](#).

The report begins by introducing the historical context of the project, specifically as it relates to community involvement and the factors that led to the CMIP engagement process. It outlines methods of engagement, key dates in the CLC process, approaches to communication, CLC recruitment efforts, and language translation protocols. It also references trust-building as a general theme and shares successful aspects of the CMIP's approach and lessons learned that can be adapted for future Metro planning projects.

A key source for the ideas included in this report comes from interviews with community members who were directly involved in the project. Feedback received from project stakeholders was used to analyze the CLC process and to develop lessons learned. Interviews were conducted with 8 CLC members, 6 Task Force members, 5 Metro Staff, and

3 consultants. Each interviewee was asked to share his/her reflections on what worked and what could be improved for future Metro community leadership processes. A survey was also circulated to the entire CLC and emails were sent out to CBO project partners to ask for their reflections and key takeaways. Recommendations are extracted from these correspondences and are explained through different themes. Quotes are also included to elevate the voices and sentiments of those interviewed.

In order to weigh in on major project decisions, the CLC used a consensus-based decision making model that was developed specifically for the project. The model is described in this report and analyzed in contrast to decision-making models that have been used for other transportation projects across the country.

The final section of the report provides resources for Metro to incorporate community leadership into projects when feasible. Helpful templates are provided, from scope language to correspondence. These templates can be referenced as guides and adapted for different projects in instances where Metro seeks to further integrate community participation in a meaningful way.

** There were 24 members at the CLC inception. Some members left while others were added. This resulted in a total of 26 members by the time of the adoption of the CMIP.*

01 THE CLC PROCESS

INTRODUCTION

PROJECT BACKGROUND

Between 2021 and 2024, LA Metro (Metro), community members, and other government partners developed the Long Beach-East LA (LB-ELA) Corridor Mobility Investment Plan (CMIP). The CMIP, which was adopted by Metro in 2024, established a transportation vision for the LB-ELA Corridor, a 19-mile-long and 5-mile-wide area that includes 18 cities and 3 unincorporated communities adjacent to the I-710 Freeway between Long Beach and East Los Angeles. The planning process to develop the CMIP included an unprecedented community-centered approach to decision making. This report provides a high-level roadmap of ideas and recommendations to integrate “community-first” engagement into Metro’s evolving planning processes.

A key aspect of the project’s approach was early establishment of the Community Leadership Committee (CLC), which was made up of 24 representatives at project conception from 21 communities along the Corridor. The CLC provided regular recommendations to the project’s Task Force (the decision-making body that reported to Metro’s Board). The CLC leveraged community connections and communicated lived experiences to inform and help shape the Plan, which in turn reflects the priorities of residents, addresses longstanding challenges in the region, and provides a commitment to work collaboratively on implementation.

** Task Force members were chosen to represent the logistics industry, government agencies, ports, elected officials, and community-based organizations*

FORMATION OF THE CLC

The CMIP was the result of a several-decade long history of planning relating to the I-710 Freeway. In 2005, residents asserted that a planned highway expansion would compound histories of prioritizing freight and “efficiency” over community needs. Concerns were raised about the environmental and social impacts of the proposed project. This led to two proposals 1) Alternative 5C, a version of the project that would add a Zero Emission Truck Program and a handful of bike and pedestrian freeway crossings, while still expanding the freeway, and 2) Community Alternative 7, which would increase transit service, had a community health program, and created separate, elevated zero emission truck only lanes above the freeway. The Metro Board selected Alternative 5C in 2018.

In May 2021, the Metro Board suspended the freeway expansion project by selecting the no build option (Alternative 1) and tasked Metro staff with convening stakeholders to create a more community-focused plan to improve mobility in the corridor using funding allocated for the project. In September 2021, the LB-ELA Corridor Task Force was established as an advisory body to develop recommendations for a new Investment Plan. Recruitment for the Task Force focused on ensuring representation from diverse community stakeholders* that would be impacted by the proposed multimodal projects. To further ensure community involvement, the CLC was formed in March 2022 under the directive of the Community Engagement Working Group, a sub-group of the Task Force. The CLC consisted of residents from the project area and recruitment for the CLC focused on those living

close to the freeway and/or heavy industrial areas. See pages 10-11 for details about the selection process.

PURPOSE & GOALS OF THE CLC

The CLC was created with the purpose of more directly centering community member voices and having them advise the Task Force throughout the planning and decision-making process. Although the majority of CLC members stayed consistent throughout the project, a few members left and new members were added, resulting in a total of 26 CLC members by the end of the project in April 2024. For two years, the CLC met at least monthly (and sometimes twice a month) to define the Corridor’s vision, goals, and guiding principles, identify strategies, projects, and programs, and prioritize investments. See page 14 for more details about the CLC meetings.

OVERVIEW OF THIS REPORT

This report and the included resources will support Metro as it continues to ensure robust community engagement in the planning of future mobility projects. The report:

- Details the CLC’s application process, membership criteria, and agreements made during the formation of the CLC.
- Recounts key lessons learned and best practices gathered from firsthand interviews with CLC members, Task Force members, the Consultant Team and Metro.
- Analyzes decision-making processes used in the CMIP and other projects.
- Lays out several templates for planning and communication that can be used to inform community leadership approaches in future Metro projects.

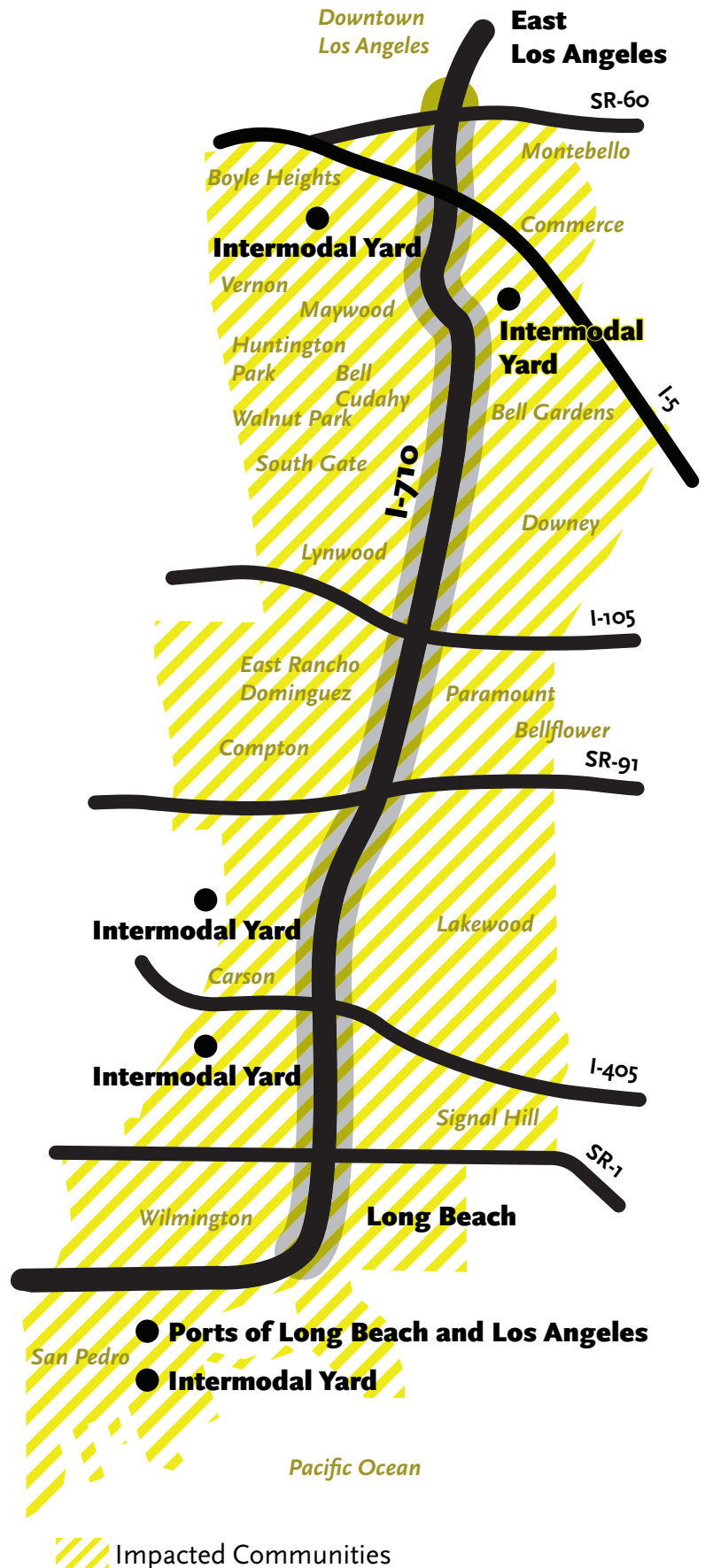


Figure 1: Jurisdictions and Key Goods Movement Facilities within the LB-ELA Corridor.

PROJECT TIMELINE

1964

I-710 Freeway constructed.

1990s

Convergence of deteriorating infrastructure, local population expansion, and increased traffic.

2005

The I-710 Major Corridor Study was completed, which recommended freeway widening, including separate truck lanes.

2012-13

Initial Environmental Review included two alternatives for widening the freeway (Alternatives 5A and 6C). Comments on the review led to the proposal of Alternative 5C, which added a Zero Emission Truck Program to the freeway expansion, and the proposal of Community Alternative 7, which included increased transit service, a community health program, and a focus on zero-emission trucks.

2018

Metro Board approved Alternative 5C as the Locally Preferred Alternative (LPA).

2020-21

Due to the increase in truck-related diesel emissions and potential issues with air quality conformity, the EPA required a hotspot analysis for Alternative 5C.

2021

- Caltrans decided to not support the project moving forward.
- Metro Board decided to suspend the project by approving a no build option, (Alternative 1) instead of Alternative 5C.
- Metro began developing the Investment Plan to ensure adoption of a community-oriented vision.
- The Plan's Task Force was launched (September).

2022-24

- The CLC and Task Force met regularly to define the Corridor vision, goals, and guiding principles, to identify strategies, projects, programs, and to prioritize investments.
- Working groups were established to further involve community members in decision-making processes.
- The CLC continued to play a pivotal role in providing recommendations to the Task Force on developing the project list, prioritizing projects, and creating the Investment Plan.

2022

- The Community Leadership Committee (CLC) was formed to advise the Task Force on proposals and project recommendations (March).
- The Coordinating Committee was established with three Task Force and two CLC members (April).
- Additional outreach was conducted to recruit from the remaining, unrepresented jurisdictions. CLC reaches 26 members (June & December).

2024

- The CLC and Task Force voted to support Metro's adoption of the Investment Plan.
- The Metro Board approved the Investment Plan, reflecting a commitment to equity as both a process and an outcome.
- The CLC term came to an end and CLC Members and the Task Force were invited to continue their advisory work on the implementation of the Investment Plan via Working Groups (April).

CLC SELECTION & LOGISTICS

MEMBERSHIP CRITERIA

To apply to be a CLC member, applicants were required to meet the criteria outlined below. The goal was to have at least one member represent each city and unincorporated neighborhood within the corridor, while additional representatives were included from jurisdictions that were larger and were highly impacted by industrial or other hazardous uses. These jurisdictions were characterized by having a significant population living near the ports, intermodal yards, or freeways. The most impacted jurisdictions had two additional CLC seats each (Long Beach – 3, East Los Angeles – 3), and the next highest impacted jurisdiction has one additional seat (Lynwood – 2). There was also one at-large representative seat.

SELECTION CRITERIA & SCORING

Criteria	Score
• Lives in the study area	<i>Required</i>
• Works in the Corridor	1 point
• Engaged community member	1 point
• Lives in a highly impacted area	1 point
• Lives in two or more highly impacted areas (port, industry, etc.)	2 points
• Black, Indigenous, and People of Color (BIPOC)	1 point
• Primary language is non-English	1 point
• Under the age of 25	1 point
• Over the age of 64	1 point

APPLICATION & ONBOARDING

The CLC application process started in March 2022. Information about the CLC was published online, along with membership criteria and information about compensation. The application was offered in English, Spanish, Khmer, and Tagalog. It included questions about demographics (e.g. where applicants lived), experience working in the community, and logistics such as preferred meeting times. The application was publicized through Metro community-based organization (CBO) partners.

There were two subsequent CLC application periods in June 2022 and December 2022. This was a result of some members dropping out after the selection process and the application was re-opened in order to fill the seats for jurisdictions for which the project team received no applications (Lakewood, Vernon, Montebello, Paramount, and Bellflower). In these cases Metro carried out targeted outreach to these communities, including mailing letters to all 110 residents in the section of Vernon that is within the project area.

Applications were reviewed and scored. The applicant(s) with the highest score was/were selected and notified in each jurisdiction.

A total of 24 applicants were selected based on the established criteria and scoring system. Selected members then completed the Metro onboarding process, which included signing agreements and enrolling in or opting out of compensation. Two CLC orientation sessions were held online that introduced CLC members to the schedule and charter (see page 46 for information on the project charter).

COMPENSATION

Consistent with Metro's Advisory Body Compensation (ABC) Policy, all eligible CLC members were compensated at a rate of \$200 per meeting for every CLC meeting and \$50 for working group meetings. This was one of Metro's first applications of the ABC Policy to the advisory body of a project.

A TYPICAL MONTH

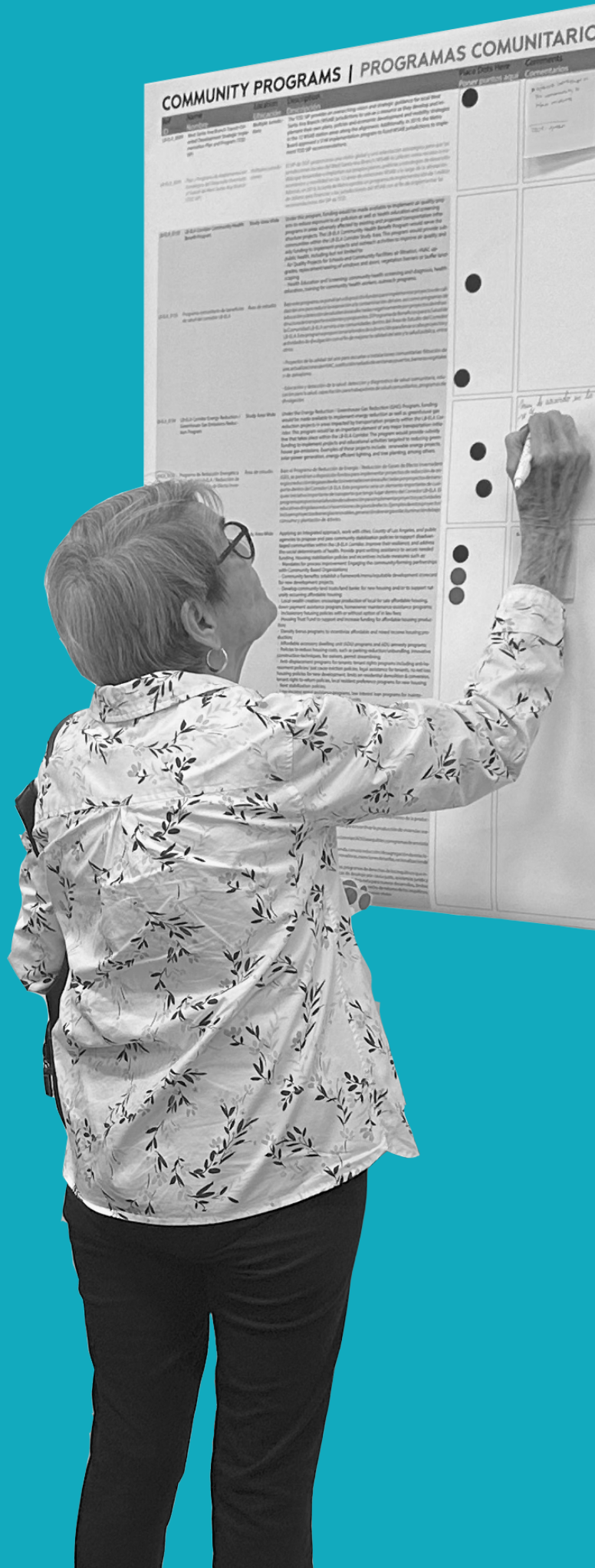
Throughout a typical month, a CLC member was expected to:

- Attend and actively contribute to CLC meeting(s).
- Review and provide feedback on key project documents.
- Sign up for office hours, if desired, to ask the Project Team any questions or provide feedback (optional).
- Participate in working group(s) (optional).



**“The CLC
is a body
that really
prioritized
community
perspectives
in what is
needed along
the I-710 South
Corridor.”**

- Task Force member



REPORTING STRUCTURE

As an advisory group intended to provide recommendations, the CLC reported their findings and opinions to the Task Force.

The Task Force was a key decision-making body made up of stakeholders representing labor groups, community groups, goods movement, and public agencies. The Task Force in turn provided guidance and recommendations to the Metro Board of Directors.

The Coordinating Committee worked with the Metro and the Consultant Team to help plan

Task Force and CLC meetings and give input on meeting content and approach. The Committee had five members, including two from the Community Leadership Committee and three from the Task Force.

Working Groups (Community Engagement Strategy, Equity, and Zero-Emission Truck) were comprised of volunteers from the Task Force and CLC, along with occasional subject matter experts. The Working Groups were able to dive deeper into subject-specific recommendations.



Figure 3: Reporting Structure of the CLC, Working Groups, and Task Force. This graphic was presented to the CLC (in English and Spanish) during one of the early orientation sessions. The Project Team is defined as Metro staff and consultants.

CLC MEETINGS

Monthly CLC meetings were mostly held virtually, due to the COVID-19 pandemic, and occasionally in-person. In these meetings, the CLC would learn and give feedback to the Project Team about project technical information, findings, and recommendations. The CLC convened for 33 meetings between December 2022 and April 2024.

MEETING FORMAT

CLC meetings were strategically planned to be held prior to Task Force meetings so that Task Force members would receive an update with feedback and recommendations from the CLC. CLC meetings were generally held from 5-7pm on the third Thursday of each month. CLC members were also invited to participate in Working Group Meetings and attend Task Force Meetings.

Meetings were held virtually, except for two in-person CLC meetings and three combined CLC/ Task Force meetings. These meeting were offered at locations in the community and some had virtual options. The general public was invited to attend Task Force and CLC meetings and were allotted time to comment.

LANGUAGE & TRANSLATION

Of the 26 members of the CLC, 4 members were monolingual Spanish speakers. Based on the composition of the CLC, it was imperative that Metro and the Project Team develop an equitable bilingual communication strategy. Metro and the Project Team provided all meeting presentations, materials, and communications in English and Spanish, and released all materials at the same time in each language to ensure the same amount of review time for all members. Metro and the Project Team decided at the CLC's inception that the CLC would have a technical team liaison to provide support throughout the process. A requirement of the CLC liaison was to be bilingual in English and Spanish. The liaison was responsible for seamlessly communicating all messaging in inclusive formats. Slides and meeting tools were formatted to fit both languages simultaneously, which was important so that equal presentation time was allotted to each language.



All materials and documents, including the project list, glossary, evaluation matrix and the final CMIP were provided in English and Spanish.

Each CLC meeting was offered in English with simultaneous Spanish translation. On the virtual platform, two interpreters were always present and six interpreters were available during in-person meetings. Eventually there was an interpreter for each person that required one so that they were not limited to Spanish-only breakout groups, though sometimes those were preferred. Using Zoom's interpretation channels, all meeting attendees had the option of using the Spanish interpretation channel to listen to the meeting's live translation through the interpreters. The interpreter performed simultaneous Spanish to English translation when monolingual Spanish speakers participated in the meetings. If comments were written in the chat, meeting facilitators read the questions aloud so the interpreters could translate them to the participants on the Spanish channel. If there was an exercise where an online tool was used to gather live comments from the CLC members, members of the Project Team would work in the background to live translate written comments on the screen as they were coming in from CLC members or provided on the Zoom chat.

ADAPTING & RESPONDING

As the project progressed, CLC meetings and shared materials became increasingly technical. In response to this, the team offered additional support and more consistent messaging to members.

Office Hours

Office Hours were made available to CLC members who wanted to dive deeper into the materials and ask questions of the technical team. Interpreters were available for general, drop-in office hours and scheduled Office Hours were conducted in the preferred language of the CLC member.

WORKING TOGETHER

Office Hours along with breakout groups during meetings helped encourage discussion and collaboration.

Project Newsletters

Another important shift in messaging occurred when Metro began sending consolidated, weekly project newsletters. While eBlasts and communication were always provided in English and Spanish, the Project Team began adding videos in English and Spanish to newsletters leading up to meetings and important milestones and consolidating content. These video messages helped explain upcoming meeting information in a more accessible medium.

Breakout Groups

In response to positive feedback from CLC members, breakout groups were used during CLC meetings. Monolingual Spanish-speaking members were often given the option of participating in a breakout group that was conducted and facilitated in Spanish.

COMMUNICATION

COMMUNICATION & TRUST BUILDING

Building trust early on and maintaining that trust was critical to ensure fruitful dialogue with the community. Given the project history, some community members came into the CLC process with skepticism and doubt. While eager to participate in the process, Metro and the Project Team had to work to rectify past harms by truly including CLC members in a transparent process.

The CLC Liaison

A critical component of trust building was the inclusion of a designated CLC liaison from the Project Team who remained a constant point-of-contact for all members. Being bilingual, receptive, and accessible were critical qualities that aided the liaison in this role. The CLC liaison attended and participated in all CLC meetings, opened every meeting and, when appropriate, answered questions relating to the project's progress. The CLC liaison also provided consistent communication in several forms (e-mail, text, phone, in-person visits, etc.).

Although CLC members received project newsletters and eBlasts, the CLC liaison followed up each email with a personal message to members. These bilingual emails offered simplified language and next steps.

All communication was written with a spirit of support, offering further assistance if needed to CLC members. The team also conducted periodic follow-up calls to members, especially in the beginning of the process. These calls helped provide context needed to allow CLC members to grasp difficult transportation planning and policy concepts. Calls were also made after meetings to clarify terms, concepts, and project milestones that needed further explanation.

As the process continued to evolve and the relationship between the CLC liaison and members grew, CLC members became receptive to receiving frequent text messages regarding upcoming meetings, survey requests, or additional support needed. The CLC liaison became a channel for CLC members to ask questions and voice concerns to Metro. In turn, they provided honest feedback to Metro and the Project Team which helped shape how, and sometimes what, information was disseminated during meetings and in materials. This communication and relationship allowed CLC members to feel heard by Metro throughout the process. Along with the CLC liaison, consistent facilitators and full Metro participation during CLC meetings, provided a personal touch to the process.

In-Person Meetings

Because this process began during the COVID-19 pandemic, early CLC meetings were held virtually. As meeting in-person became a safe option again, Metro and the project team offered hybrid meetings with CLC members, and with Task Force members on several occasions, as the lack of in-person collaboration between CLC members and the Project Team may have been negatively affecting consensus building. The option of attending meetings in-person gave CLC members a chance to more meaningfully engage with each other and more comfortably communicate with Metro staff. These meetings were essential to building trust between Metro and the community.

Meeting facilitators also provided spaces for collaboration and active participation. Depending on the meeting, interactive approaches were favored when asking for participation from all CLC members. These included round robin questions, where each member was called upon to share his/her thoughts, small breakout rooms, surveys, and polls.

THE IN-PERSON ADVANTAGE

The ability to pivot to in-person meetings and include a Corridor Tour allowed CLC members to create personal connections with each other, the Task Force, and the project team. In-person activities proved to be a vital step in building consensus between CLC and Task Force members.

Corridor Tours*

Tours of the project area gave CLC members a better understanding of conditions across the corridor and helped members build trust with Metro and within the CLC. The tours aimed to highlight mobility and safety needs and opportunities while also creating space for CLC members to engage with fellow members, the Task Force, and Metro while exploring how proposed projects could help shape communities across the corridor. Many CLC members mentioned that the corridor tours were one of the first opportunities they had to travel to different communities in the corridor, which helped them understand their fellow members' priorities.

Consistent, authentic engagement through these multiple forms was key. CLC members had to feel that this effort was not just to check off a box, but that their participation was meaningful and directly impacted the creation of the CMIP.

** Two optional corridor tours were held in June 2023, with a total of 24 Task Force and 9 CLC Members attending across the two tours.*

02

REFLECTIONS & RECOMMENDATIONS

METHODOLOGY

REFLECTION INTERVIEWS

In order to inform the Reflections & Recommendations included in this report, the Consultant Team conducted interviews with representatives from the CLC, Task Force, Metro, and the CMIP Consultant Team to reflect on project successes, areas for improvement, and identification of key moments in the CLC process.* Starting one month after the adoption of the Investment Plan, interviews were held over a three week period and were conducted virtually with one or two interviewees at a time and two Consultant Team interviewers. Throughout the process, interviews were held with:

- 8 CLC Members, including 1 interview via email for accessibility, and 1 Spanish-language interview with 2 CLC Members
- 6 Task Force Members
- 5 Metro Staff
- 3 Consultants

The interviews were optional, lasting 1 hour for CLC members and 30 minutes for Task Force Members, Metro Staff and Consultants. CLC members were compensated for the time spent in the interview. The interviews were guided by discussion questions about the community leadership process. Discussion questions touched upon key themes including communication, resources provided, logistics, and lessons for future projects.

SURVEY FEEDBACK

In addition to carrying out select in-depth interviews, it was important to engage the majority of CLC members and hear broader reflections. A short online survey, which asked a subset of the interview discussion questions, was circulated to all CLC members at the same time as the interviews. The team received eight English language responses and two Spanish language responses. Together, the interviews and surveys captured the reflections of up to 70% of CLC members.

CBO PARTNER OUTREACH

The Consultant Team also reached out to Community Based Organizations (CBOs) that represent populations who were not part of the CLC to understand possible barriers to participation and ways to better integrate them in the future. An email asking CBO questions about engaging their constituents was sent to 76 contacts across 50 CBOs that were involved throughout the process. Two organizations responded with feedback that is incorporated into this report.

** CLC and Task Force members invited to interview were chosen because they were active throughout the project and represented different interest areas and backgrounds. The list of interviewees compiled also took into account different levels of familiarity with planning processes, different jurisdictions within the project area, and Spanish speaking members.*

In Their Own Words...

CLC members were motivated to join the CLC because of their personal and family histories in the Corridor.

“My family suffers from asthma... living next to the freeway.”*

“I’m invested in good, safe, quality transportation [in the area] for economic development.”*

“It’s important that Metro, lawmakers, governments, and agencies understand how it is to live along the 710, breathe in the air, experience the dirty rivers and suffer the health consequences....”*

“I approached the whole project with the lens of *what can I take back to my community.*”*

“I lived next to the on-ramp of the I-710.”*

“I have always felt that my community has been left out because of geography and a low voting rate.”*

The CLC brought a unique expertise to Metro planning processes: that of lived experience & embedded community.

“The CLC is a body that really prioritized community perspectives in what is needed along the I-710 South Corridor.” **

“It’s a mind shift in understanding [community members’] value, expertise, and ability to engage in all parts of the process.”***

“It was refreshing to see community at different levels and important to hear what the community members - outside of the typical stakeholders - had to say.”**

“It created a bridge between Metro and the public to be able to understand how [Metro’s] recommendations would be perceived by the public and to gain buy-in.”***

* Quote from CLC member

** Quote from Task Force member

*** Quote from Metro Staff

RECOMMENDATIONS

RECOMMENDATIONS BY THEME

Key Takeaways that came up in the CLC reflection interviews, feedback surveys, and CBO email outreach are summarized on the following pages by theme. Recommendations are also provided for each theme. Metro staff is encourage to take these recommendations into account for community leadership processes in the future, whether they take the form of a Community Leadership Committee, Community Advisory, or a similar group.

Theme	Recommendations from			
	CLC	Task Force	Metro	Consultant Team
Application & Formation	✓	✓		
CLC & Project Team Communication	✓		✓	✓
Decision-Making & Power Dynamics	✓	✓	✓	✓
CLC & Task Force Report-Outs	✓	✓		
Compensation	✓	✓		
Engaging the Public*	✓			
Cross Pollination Within the CLC	✓	✓		
Understanding Technical Information	✓	✓	✓	✓
In-Person vs. Virtual Meetings	✓	✓		✓
Interactive Meetings	✓	✓		
Flow & Cadence of Meetings	✓	✓	✓	✓
Language & Translation	✓	✓		✓

* Also informed by CBO Partner Outreach

Application & Formation

Recommendations from...

CLC

TASK FORCE

What We Heard

Interviewees said that the application process was straightforward and one CLC member mentioned that the map of jurisdictions was helpful to understand the study area. Members found that the CLC was an appropriate size and representative of the diversity of the region. Many members appreciated that CLC membership was weighted to favor representatives who lived in more negatively impacted areas. A CLC member mentioned that it was beneficial to have unincorporated communities represented and said that the project content should also reflect their unique contexts. A CLC member did point out that the group was “fairly self-selected...leaning toward environmental justice folks.” Several CLC members provided recommendations for improving recruitment, including offering hard copy applications and targeting more “underrepresented communities including [more members with] disabilities and [who were] low income.” Finally, a CLC member suggested selecting alternates in case current members were unable to attend meetings.

Recommendations

1. Advertise the community leadership opportunity at Metro stations. *“Commuters tend to be more informed about issues surrounding Metro transportation.”*
2. Use news outlets to advertise the opportunity *“...more outreach in community news sources so that more individuals know about the project and can apply if interested.”*
3. Offer hard-copy applications.
4. Provide *“transparency on how the decisions were made in terms of who [is] selected”* by sharing quantitative scoring criteria for membership selection and reporting out in early meetings about the selection process, demographics, and characteristics of the group selected.
5. Conduct outreach to universities to encourage more youth (under 25) to apply for the CLC.
6. Recruit members with a disability, low-income members, and members with varied career backgrounds.

CLC & Project Team Communication

Recommendations from...

CLC

METRO

CONSULTANT TEAM

What We Heard

Every CLC member interviewed appreciated having a “CLC liaison” on the Project Team. This required a significant amount of staff time and there were differing views on whether this person should be from Metro or part of the Consultant Team. In addition, CLC members felt their voice was heard and respected by the Project Team, expressing gratitude for the presence of actively engaged Metro staff. A Task Force Member said that Metro leadership was respectful and “opened the door for more trust-building.”

Recommendations

1. Have a bilingual liaison who manages communication with CLC members and reports back to the project team. This person should also provide more detailed project information when requested from members to ensure members get necessary technical support. This person can bring up changes to the approach if they notice, for example, that additional work sessions would be beneficial.
2. Make sure Metro staff is actively engaged in communication and presentation delivery (not just the consultant).
3. Use respectful language and approaches to build trust and ensure efficient dialog.

Decision-Making & Power Dynamics

Recommendations from...

CLC

TASK FORCE

METRO

CONSULTANT TEAM

What We Heard

CLC members expressed confusion about the power dynamic and decision-making structure of the CLC and how it fit with the Task Force. One CLC member said that there was a disconnect when people felt like the CLC had the “final say” and that their votes went directly to the Metro Board, when actually the CLC recommendations were given to the Task Force, who then voted on the item. Some CLC members believed that if the CLC voted to not support various milestones, that it would change the outcome of the project. Several CLC and Task Force Members interviewed mentioned that the longstanding community relationships some CLC members had with other stakeholders impacted voting.

Recommendations

1. Create a clear graphic of the project's decision-making structure and review it in depth to ensure understanding.
2. Ensure a simple and easy-to-understand decision-making structure.
3. Consider offering an option to do closed voting at certain times (public voting statement, followed by a closed vote) so that community leaders feel less influenced by other stakeholders, rather they feel confident voting based on their own experience and goals.
4. Consider asking members about their affiliations and interest areas early in the project (i.e. during the application process).

CLC & Task Force Report-Outs

Recommendations From...

CLC

TASK FORCE

What We Heard

Interviewees pointed out that report-outs about the Task Force or CLC Meetings often felt too high-level and they often did not capture the nuance of discussions held. The report-outs also lacked a clear sense of the emotion and personal experience of the CLC/TF members. Task Force members interviewed would have preferred to hear from the CLC themselves, to be able to understand nuances and be able to ask questions.

Recommendations

1. Have CLC members provide report-outs to the body that they are advising (e.g. Task Force, Board, etc.) for back-and forth questions and conversation, which would build a mutual connection and culture of respect.
2. Provide CLC members the opportunity to speak to the group and present.

Compensation

Recommendations from...

CLC

TASK FORCE

What We Heard

Using Metro’s Advisory Body Compensation (ABC) Policy was a key way to show that Metro valued CLC members’ time and expertise. When asked about compensation, most CLC members who were interviewed said that they would have participated without compensation or with a different compensation structure, but found that it had a significant positive impact. They acknowledged that every CLC member was in a different place financially. A CLC member stated that “people benefited” from the project and another described how their “participation was greater” because of the payment. A Task Force member added that the compensation offsets costs that CLC members are bearing for having to participate, such as child care or missing work.

Engaging the Public

Recommendations from...

CLC

ADDITIONAL CBO CONTACTS

What We Heard

Wider public engagement took place during the project idea collection process (after the vision, goals, and principles of the project were established) and once there was a draft plan. Some CLC members pointed out that they felt the absence of wider community engagement at the beginning of the project, ultimately suggesting that the community meetings should have happened earlier in the process. Engaging the broader public was also a key theme that was mentioned by CBOs. Respondents suggested lowering barriers to meeting attendance by offering “stipends for participants [and providing] childcare.” They also shared general best practices for wider public engagement, which are included in the recommendations.

Recommendations

1. Outline the ABC Policy at the beginning of the project, including pointing community members to Metro Finance staff to clarify taxes and any other technicalities.
2. Clarify that people can choose to opt-out or accept less compensation. The ABC policy has an option for opt-out or sliding scale compensation.

Recommendations

1. Engage a wide range of “community members toward the beginning and during the later stages of the project (when project components and key milestones have been developed).
2. To engage with other community partners, “lower the barrier of entry by providing translation services, childcare, and transit-accessible locations for in person meetings,” in addition to offering compensation.
3. Close the feedback loop by “always sharing a follow-up report to the community with specific goals and next steps.”
4. Partner with community groups that do outreach with vulnerable populations (e.g. youth, older adults, people with disabilities, etc.) “so that they can provide input on issues that affect their quality of life.”

Cross Pollination Within the CLC

Recommendations From...

CLC

TASK FORCE

What We Heard

While some people were able to collaborate in small groups with other CLC members, many people interviewed said that the CLC could feel distant and wished there had been “more opportunities earlier on to congregate.” The CLC “didn’t spend enough time comparing notes,” especially if they didn’t have connections to other stakeholders in the project. Several CLC and Task Force members felt like without knowing about other members’ backgrounds and interests, there was a missed opportunity to understand the varied expertise CLC members brought to the table. They stated that more collaboration would facilitate peer-to-peer learning and a more successful community leadership process overall.

Recommendations

1. Consider creating a directory so that community leaders can put a face to a name and understand each other’s background and motivations for joining the project.
2. Consider allowing CLC members to opt-in to share their contact info for other CLC members to be able to contact them.
3. Create thematic focus groups, office hours, or other small groups, as appropriate.

Understanding Technical Information

Recommendations From...

CLC

TASK FORCE

METRO

CONSULTANT TEAM

What We Heard

Many CLC members said that they appreciated the ample resources provided by the Project Team. Project team members and CLC members said that the meeting topics became increasingly technical and the materials became harder to digest as the project went on. A CLC member said that the CMIP was “overwhelming,” with “academic jargon around the health metrics/criteria”. Another CLC member said “we had a lot of materials, that wasn’t the issue,” but they found that technical resources like the color coded evaluation criteria were not “user friendly.” A CLC Member said “some people have a research background and approach things differently,” referencing a

Recommendations

1. Create a standardized ‘Metro Planning 101’ curriculum that helps ‘level the playing field’ and empowers community leaders without Planning experience to gain a baseline understanding of key topics and be able to participate more deeply.
2. Start the community leadership process before any Task Force process, if there is one, since there is more information and baseline learning to ‘catch up’ on.
3. Simplify language and resources presented, wherever possible. Use simple, clear layouts for technical resources and documents.
4. Consider offering different roles for members in the community leadership group, including roles for a more light-touch review as well as a more technical review.

In Their Own Words...

CLC Members often felt like the technical information led to confusion and an unequal dynamic.

“Some people come from a research background and... approach things a little different, but you also have lay people... you don't want to lose them”**

“I think it was just two different worlds where some of us know more than others. It would be better to have more time explaining and giving instructions before jumping in.”*

“You come from a different level than most of us that you were working with. So that's...why I think you lost some of us.”*

“The list of projects became overwhelming...”**

“Some of that stuff was heavy in policy... so I wondered how much the community actually [understood].”*

There needs to be a way to 'level the playing field' so that CLC members can more deeply participate.

“You need a crash course so that they're able to take it in and understand before they have to give back their feedback.”***

“What if Metro and Cal State Long Beach created a community leadership training program... We need to get CLC members more confident in engaging in a creative and positive way.”**

“Metro just in general should offer a Planning 101 Academy...because when it comes time to make some of these difficult decisions, people don't feel like they're equipped with the right information...and tools...”*

“Transportation Planning 101, Project Development 101, Community Health 101. In some cases, the agency reps need to be educated on certain topics.”**

“Tutorial sessions would be a helpful way to educate people... in addition to peer-to-peer learning.”*

* Quote from CLC member

** Quote from Task Force member

*** Quote from Metro Staff

In-Person vs. Virtual Meetings

Recommendations From...

CLC

TASK FORCE

METRO

What We Heard

Several CLC members suggested that stronger connections between members should have been fostered. They found that in-person meetings set a great tone for collaboration and appreciated the field trips and workshops. While everyone appreciated the virtual option for convenience and thought it was the best option for the regular meetings, there was a shared desire for more face-to-face communication. Outside of pandemic restrictions, it would be ideal to convene in-person meetings at key points throughout the process. Many people, however, acknowledged the challenge of meeting in-person with a large project area.

Interactive Meetings

Recommendations From...

CLC

TASK FORCE

What We Heard

Some of the CLC members found that there was “too much listening,” rather than the CLC having a chance to share input, and they wanted to add more time for discussion. Regarding virtual meetings, interviewees were very supportive of breakout rooms, saying that they “got steam rolling,” and “round robin” discussions encouraged people to speak up. The Chat feature was seen as a crucial tool to accommodate people with disabilities. Although most people felt like the meetings could be rushed and needed more time, some interviewees pointed out that there is a threshold (about one hour) when people stop paying attention during virtual meetings.

Recommendations

1. Prioritize in-person gatherings at the beginning of the project, not only when a tense subject comes up. This can humanize the process and establish a culture of collaboration, breaking down barriers between community leaders that don't feel like they have much in common.
2. Conduct site visits and field trips which can ignite conversation and collaboration among community members, while showing and interacting with real-life project examples.
3. Overestimate meeting times, adding a buffer and ending earlier, if possible.

Recommendations

1. Use breakout groups and round robin discussions whenever possible to simulate an in-person meeting style and encourage people to speak up and collaborate.
2. Limit presentation segments and break up dense topics with interactive components.

Meeting Cadence & Project Timeline

Recommendations From...

CLC

TASK FORCE

METRO

CONSULTANT TEAM

What We Heard

Feedback regarding meeting cadence and project timeline was varied. Many CLC members we spoke to or heard from in the survey expressed frustration with the fast speed of the meetings, especially at the end of the process. A Task Force Member said “we got all the technical information and we were out the door.” Regarding meeting cadence, for the most part, the monthly format worked for participants, but some CLC members and Metro staff said that at key moments, it was necessary and appreciated when the group met more frequently, since it was a complex project. Smaller scale projects may not need to meet as often or call additional meetings so it is important to right-size the meeting flow and overall project timeline to the scale and type of project. Consultant team members said that the timeline could have been shortened by doing consensus building and conducting votes less often. Overall, a uniting theme was that the project timeline must be more transparent at the project onset.

Recommendations

1. Consider establishing a monthly meeting schedule that does not require project documents to be shared beforehand. Instead, explain materials in the meeting for the first time, then offer office hours, and voting at the next meeting. This could create a cycle of “introducing, understanding, then voting.”
2. Set out a clearer overall project schedule and duration at the beginning. Also ensure that the schedule factors in enough time for additional outreach via Office Hours and other workshops.
3. Project timelines may change. Whenever you extend the process, communicate the reasoning behind the change and ask if community leaders are willing to continue. Aim to achieve a balance that accommodates both constrained schedules and time for meaningful community interaction.
4. Meeting cadence will vary depending on complexity and size of project. For larger projects, monthly meetings may be warranted. For smaller projects, meetings can be held in phases, for example during the Project Introduction, Visioning, Vetting Strategies, and Plan Finalization. Sometimes more frequent meetings are necessary to add into the process to respond to specific project needs.

Language & Translation

Recommendations From...

CLC

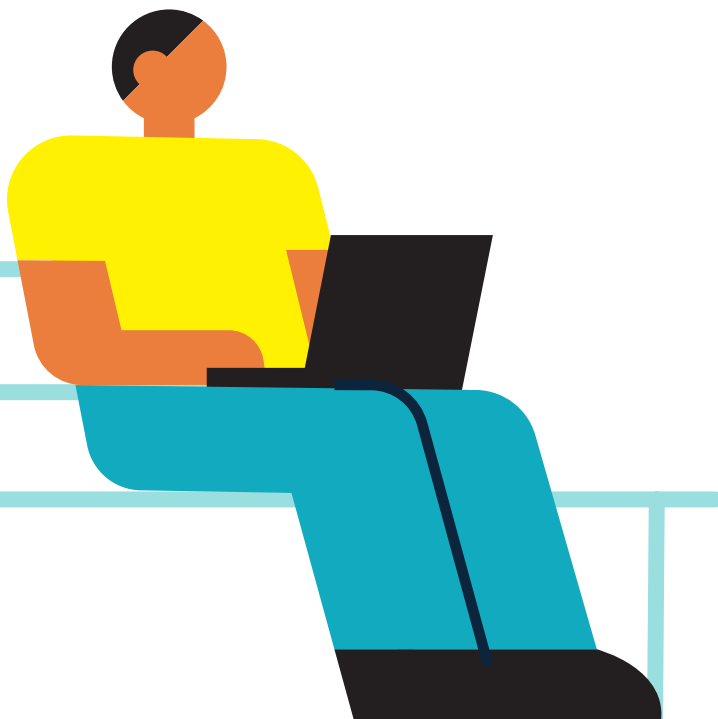
TASK FORCE

CONSULTANT TEAM

The CMIP was one of the first Metro projects to pilot translation and interpretation at such an extensive level. The integration of monolingual Spanish speakers was considered a measure of success of the project, but one that could still be improved. Monolingual Spanish speakers interviewed recognized the effort that the Project Team put in to establish good communication. At the same time, they thought the CLC meetings were fast-paced and didn't allow for ample time for interpreters to translate or for monolingual Spanish speaking CLC members understand concepts and ask questions. During the highly-technical Evaluation Phase in particular, monolingual Spanish speakers felt that the more technical content required more trust in the Spanish translation itself than true understanding of the topics.

Recommendations

1. (For facilitators) Slow down and pause when talking in meetings to ensure there is enough time for interpreters to translate in real time.
2. (For facilitators) Allow for plenty of time to for members to understand, process, ask questions, and provide input so that non-English speakers can fully participate.
3. Incorporate more in-person meetings to encourage better understanding in multiple languages.
4. **Use the same group of interpreters/translators for meetings and written translations to ensure more consistent messages and technical translations across all collateral. Ensure these participants are well-versed with the community and contract local interpreters whenever possible.**
5. Always request no less than two interpreters for meetings so they can switch off throughout the meeting and provide effective consecutive interpretation.
6. Create a project glossary in relevant languages so interpreters, translators, and Project Team members can use consistent language. The glossary also helps community members understand technical terminology.
7. Use accessible language that takes into consideration how terms will translate during the content creation process.
8. Use special caution and think strategically about presentation slide format when providing bilingual slides. Try not to have too much text on each slide.



“It’s important that Metro, lawmakers, governments, and agencies understand how it is to live along the I-710 South, breathe in the air, experience the dirty rivers, and suffer the health consequences.”

- CLC member



DECISION-MAKING

ANALYSIS OF DECISION-MAKING PROCESS

Consensus-building was a key part of the CLC process to help ensure effective decision-making and collaboration. At the onset of the project the Project Team established the Charter and Governance Structure Working Group to determine guidelines and agreements for each of the advisory bodies. This Working Group also established the Consensus-Building Model and Decision Making Model to help provide clarity for future votes. **Future Metro projects may benefit from implementing a consensus-building model and can draw from the Five Step model used in the CLC and Task Force.**

The Consensus-Building Model helped the CLC understand the various nuances of support or disagreement that individuals had. The idea was to understand, even in the

absence of unanimous agreement, what the general consensus of the group was, during discussions and prior to the vote. As per the Consensus-Building Model, the Project Team introduced a discussion topic, followed by a draft voting statement, if applicable. CLC members were then asked to share their perspectives on the proposal statement. Through an iterative process, the Project Team revised the voting statement to accommodate concerns until a majority of the group actively “supported” the proposals or found it acceptable enough to “live with” the proposal as indicated through a Test for Consensus. After this Consensus-Building approach was carried out, the CLC could then vote to finalize a set of recommendations to take to the Task Force. For the CLC, these Tests for Consensus were not always followed by a formal vote; in some cases the results of the Test for Consensus were shared with the Task Force directly.

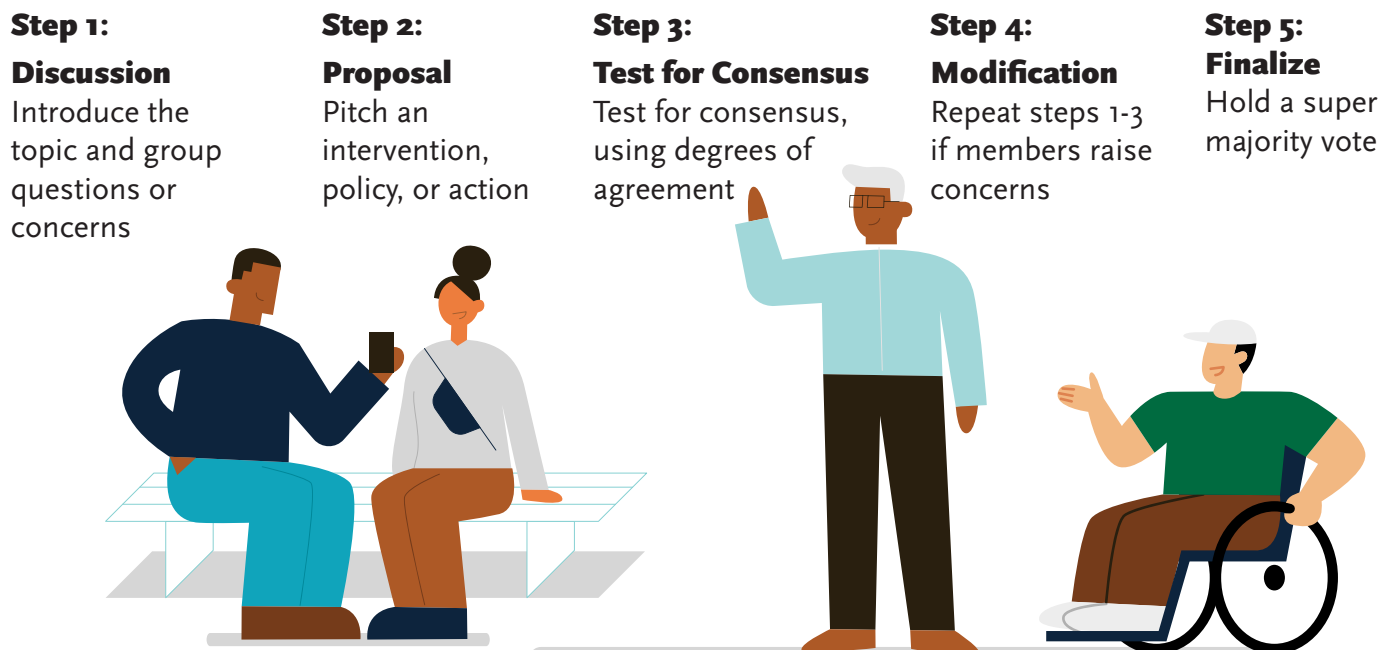


Figure 5: Five Step Consensus Building Model

COMPARATIVE ANALYSIS OF DECISION-MAKING PROCESS

Other processes can provide insights into alternative approaches to group decision making. The matrix below includes and adds to the four types of group decision-making as is described in the Public Participation Fieldbook (Bryson, J.M. & Carroll, A.R., 2007) and organizes them by the extent to which they

result in community control (horizontal axis) and capacity building (vertical axis). Capacity Building is defined here as the ability to empower the community with knowledge of the project and its outcomes. Metro is encouraged to continue using consensus for decision-making processes shown on the upper level.



Figure 6: Four types of group decision-making, as described in the *Public Participation Fieldbook*

Examples

Decision By Authority or Minority Control

New York City DOT and the Mayor decided to redesign streets, lower speed limits, and increase enforcement without major community input.

Majority Voting

In 2016, LA County voters decide to approve Measure M after receiving information on proposed projects, costs, and benefits.

Consensus

The CLC and Task Force build consensus during the LB-ELA CMIP process.

Participatory Decision-Making

Some wards in Chicago use participatory budgeting to allow residents to propose and vote on transportation projects.

04

RESOURCES

OVERVIEW

The CMIP, which piloted the CLC model in a planning process, has set the stage for Metro to continue its commitment to community leadership in future efforts.

This section contains resources to help Metro project managers establish a community leadership process for future projects. The resources in this section are sourced from materials that were developed during the CMIP process. Some of the materials in this section have been updated to reflect lessons learned and insights gathered through interviews with CLC members, Task Force members, Metro staff, and the consultant team.

ADAPTING THE CLC MODEL

The LB-ELA CMIP is a unique project stemming from a long and contentious history. Not all projects that Metro works on will have the same needs. The resources included in this report can be used by Metro staff and extrapolated for a variety of scales and sizes of efforts. During the CLC, Task Force, Metro Staff, and consultant interviews, participants were asked how the CMIP's community leadership model could be adapted to projects at different scales.

RECOMMENDATIONS

1. Assessment of the project geography and local context should inform how extensive and how complex the Community Leadership component should be. For smaller, less intensive projects, you will likely need less groups, committees, and advisory bodies, meeting less often.
2. For more complex projects, consider making the CLC the main body and have a technical advisory committee support the project. "You could tailor their [CLC] work and focus so it wouldn't be as hard to educate people, get them up to speed, and work toward a clear goal."

TYPE OF PROJECT	SMALL Site-specific, <1 year, e.g. Station Redesign.	MEDIUM City-wide, 1+ year, multimodal, e.g. Active Transportation Plan.	LARGE Many jurisdictions, 1+ year, multimodal, e.g. Corridor Mobility Investment Plan.
APPLICATION PROCESS	Open Call	Application & Ranking System	Application & Ranking System <i>Suggested Addition:</i> Interviews
# OF MEMBERS	10+ (At least 1 per jurisdiction or interest area)		~30 (Consider more than 1 per jurisdiction or interest area, based on relative population)
MEETING CADENCE	1 Visioning 1 Methodology 1 Project Identification 1 Final Draft Review	At least Quarterly	Monthly
TRANSLATION	Project Glossary Document & Presentation Translation		Project Glossary Document & Presentation Translation CLC Liaison Live Interpreters (2+)
CORRESPONDENCE	Email Text/Call (As Needed Basis)	eBlasts & Email Text/Call Reminders	Project Newsletter eBlasts & Email Text/Call Reminders

Figure 7: Matrix showing different resources recommended for different project scales. Projects can be defined as Small, Medium, and Large depending on things like duration, scope of work, budget, involved stakeholders, community history, and geographic coverage.

REFERENCE MATERIALS

The following section includes a variety of resources that can be used when setting up future projects. These resources can be edited and built upon by Metro staff in future projects of varying scales. Resources include:

- A** Example Scope Language
- B** Recommended Milestones & Example Schedules
- C** Application Parameters & Sample
- D** Agreements Parameters & Sample(s)
- E** Project Charter Parameters & Sample
- F** Correspondence Samples
- G** Membership Logistics & Sample Communications
- H** Project Glossary

A Scope Language

RECOMMENDED ELEMENTS

When developing a scope of services for consultant support in community leadership for a project, the following tasks and deliverables can be considered for inclusion. These examples are not exhaustive and should be tailored to each project.

Task 1: Community Leadership

The Contractor will be responsible for leading the Community Leadership process in coordination with Metro. The process will be informed by the Metro Equity Platform to ensure racial, gender, and socioeconomic disparities are addressed in the proposed outreach process.

Task 1.1 Selection Process

The Contractor will be responsible for leading the recruitment and selection of community leadership members to join a Community Leadership Committee (CLC). The Contractor will, in coordination with Metro, design and manage the application and draft the eligibility criteria. The Contractor will also design fliers or other materials to promote the application opportunity. Metro will work with the consultant to connect with local Community Based Organizations, community services, broadcast channels, and transit agencies to promote the application. Applications will be offered digitally and in hard-copy and will be available in all relevant languages, based on project area demographics.

Deliverables

1. CLC application materials.
2. Selection and scoring criteria.
3. Promotional materials for the application.
4. Conduct outreach activities to recruit members.

Task 1.2 CLC Meetings

The Contractor shall, in coordination with Metro, schedule and facilitate recurring meetings with the CLC to effectuate the project work plan. These meetings should be interactive, effective in achieving the goals of the meeting and adapted to the knowledge of the group. The Contractor will develop all meeting materials and provide them to Metro for review before meetings. All materials should be translated in project-specific relevant languages, and live interpretation should be available at all meetings, as needed. Office hours and other ad-hoc meetings may also be required.

Deliverables

1. 1 information session and 2 orientation sessions, with in-person options. Meeting agendas and notes submitted electronically.
2. 12 monthly meetings with meeting agendas and meeting notes submitted electronically.
3. Various tools and materials to support interactive components of meetings.
4. Office hours and ad-hoc meetings (as necessary).
5. Glossary of key project terms.

Task 1.3 Informational & Educational Materials

The Contractor shall provide comprehensive, digestible and educational materials pertaining to the project topic and tailored to the diverse CLC audience. This may include training and capacity building materials, e.g. Planning 101 or Project Development 101 workshops.

The Contractor will also be responsible for ‘translation’ of detailed technical analyses into simplified and accurate information in the languages relevant for the project.

Deliverables

1. Informational brochures/pamphlets, educational presentations, infographics explaining technical processes in the project, and videos illustrating key points.
2. Digital content for use on Metro website, including project documents, invites, etc.
3. Training materials for Workshops.
4. FAQ document addressing common inquiries.

Task 1.4: Translation & Interpretation Services

The Contractor and Metro should work in partnership to translate all materials into languages other than English, as necessary. All translations must be internally reviewed by Metro and Contractor must build in working days into the production schedule for this review of translations. A long or complex document may require up to 10 days and a shorter document may require as few as 2 days.

Meeting interpretation should also be provided, It is recommended that there are at least 2 interpreters for meetings and that they use consistent language as defined in a glossary for the project.

Deliverables

1. Community engagement materials in English and relevant languages based on project area demographics.
2. Interpretation services for relevant languages based on project area demographics.

B Recommended Milestones

COMMUNITY INTEGRATION TIMELINE

While every project is different, there are several milestones that can be used as a reference for future Metro planning efforts. The timeline below highlights key milestones from the CLC process, and it takes into account the reflections and recommendations discussed in this report. Note that some milestones may be jointly covered

in one meeting. See the following pages for example schedules. You can use this timeline as a guide when developing scopes and project workplans. As a reminder, be sure to check in regularly throughout future projects to see how community leaders feel about the format of meetings and ways to improve your approach.

Orientation

- Meet with selected applicants to introduce members to each other and to the project team, present project goals, member bios, CLC responsibilities, and key milestones.
- Introduce agreements compensation, and Project Charter. Clarify any compensation questions.
- In-person meetings highly recommended for orientation and first meeting.

Planning 101

- Provide educational content for people less familiar with project topics.
- May include a glossary of key terms and other information so that members can fully engage.
- Make materials fun and interactive!

Application

- Open call or application released (3-4 week window) with reminders.
- Opportunity promoted through existing community channels.
- Project team or Task Force select applicants based on quantitative criteria, using a scoring matrix.
- Team may interview applicants.

Agreement & Charter

- Discuss compensation options and limitations and expectations for participation.
- Community leaders have up to a month to review and provide feedback on the Project Charter and to read contracts. Community leaders sign MOU.
- Community members may opt in or out of compensation and sign related paperwork.

Blue tape indicates that guidance and/or templates for this milestone are included in this report.

**Indicates that this milestone should include a Test for Consensus or Vote.*

Vision & Goals*

- Co-create a Vision Statement, Goals, and Principles for the project. Refer to Metro's [Equity Planning and Evaluation Tool \(EPET\)](#) for guidance.
- Community review and feedback on Project Vision & Goals, Guiding Principles, or other related items.
- Cross-pollinate between community leadership group and the Task Force, if applicable.
- Use break-out groups, round-robin sessions, and conduct in-person meeting(s).

Draft Plan Review*

- Community leadership group reviews and advises on Draft Plan.
- Consider topical or geographically-based break-out groups. Can hold Lunch-and-Learns or other sessions to explain recommendations and answer questions.
- Send materials at least a week before the meeting so members have time to review them prior.

Correspondence

- Send out regular correspondence to CLC members via email, text message/phone call, and newsletters, using templates.
- Designate a CLC liaison to respond to any questions, comments or feedback from CLC members outside of meetings, throughout the project.

Project Development*

- ***This is the “meat” of the project, and should take up the majority of the project timeline.***
- Community leadership group meets regularly to review and advise on project components, prioritization, and design recommendations.
- Hold office hours regularly and consider break-out groups during meetings so community members can ask questions and work through items together to increase understanding.

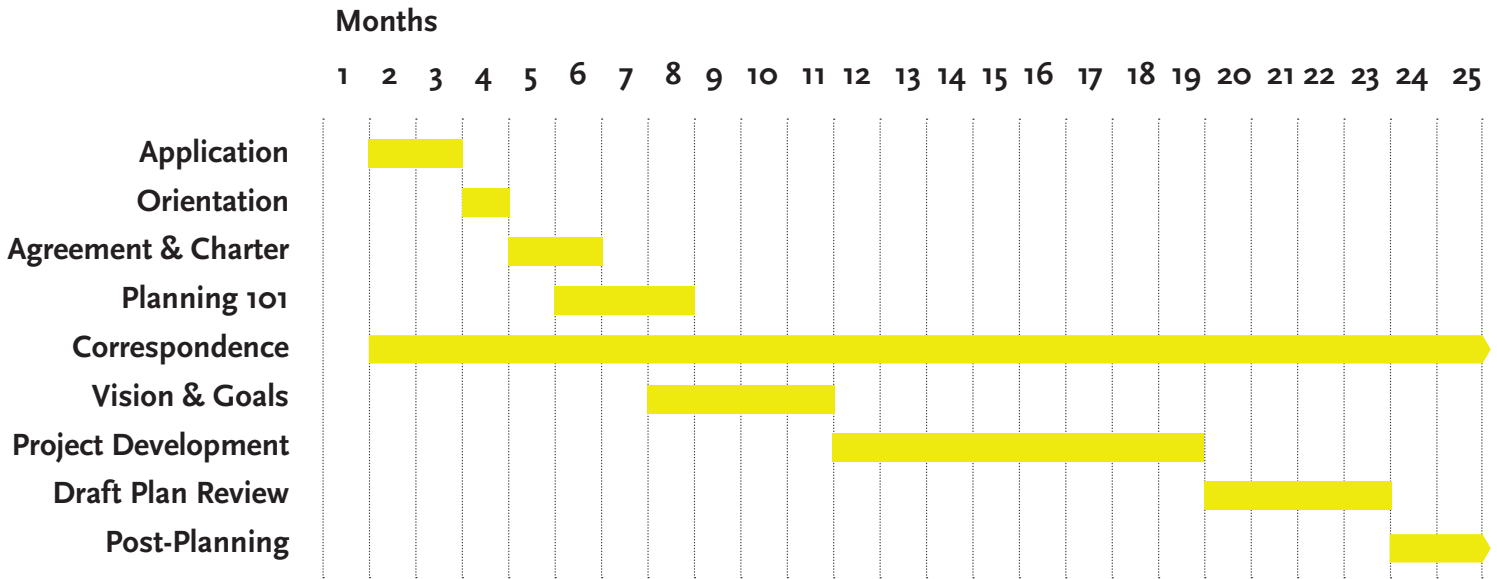
Post-Planning

- After the project, continue communication with community leaders, to update them on progress or invite them to participate in ongoing working groups.
- Reflect on lessons learned and changes you and community leaders would like to make for future processes.

Example Schedules

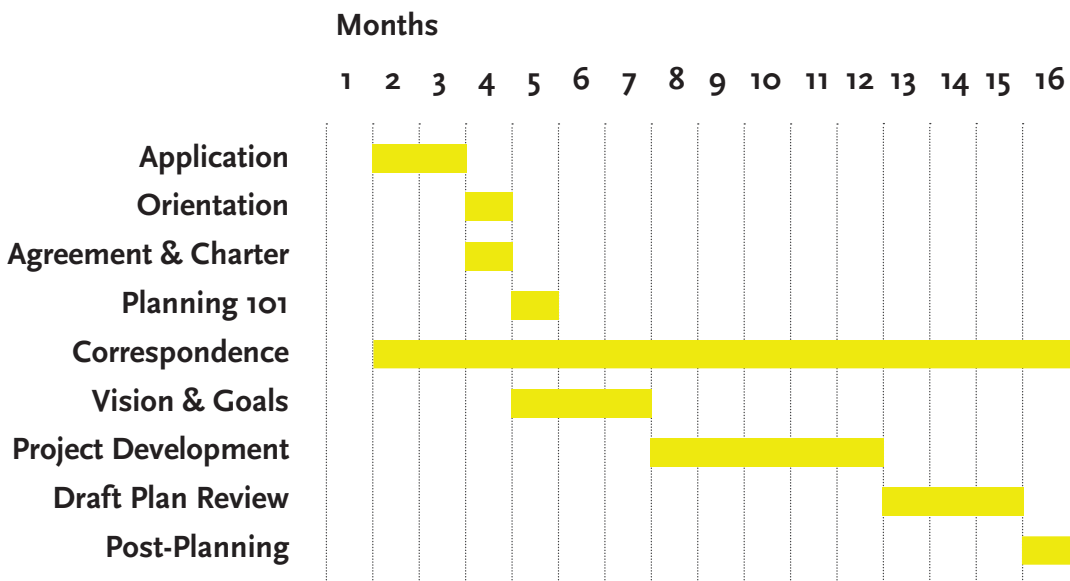
LARGE PROJECT

Many jurisdictions, 1+ year, multimodal, e.g. Corridor Mobility Investment Plan



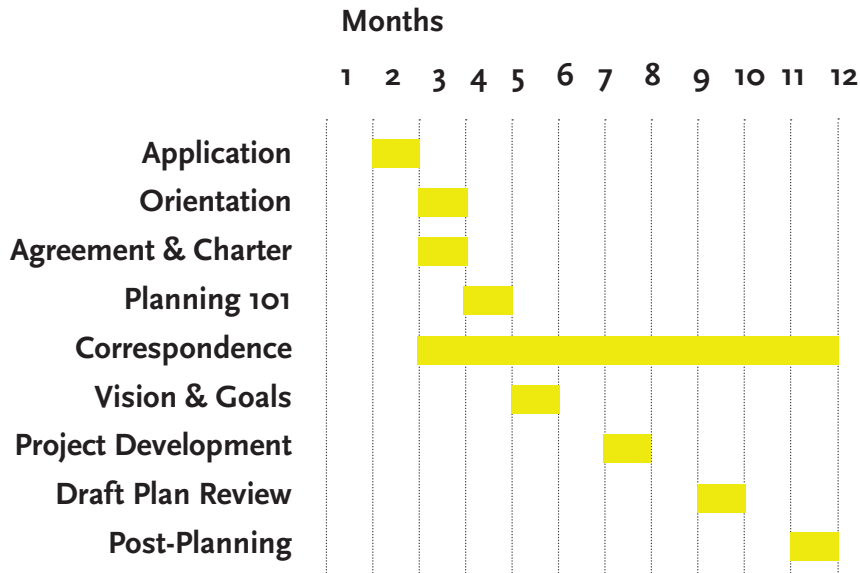
MEDIUM PROJECT

City-wide, 1+ year, multimodal, e.g. Active Transportation Plan



SMALL PROJECT

Site-specific or neighborhood area, <1 year, e.g. Station Redesign



C Application

APPLICATION PARAMETERS

Applications should be written in clear, simple language, translated into the languages spoken in the project area, and disseminated virtually

and through hard copy. Applications should use project branding and should include the following components:

INTRODUCTION	<ul style="list-style-type: none">• Describe project background and goals.• Define Community Leadership Committee purpose/goals.
RESPONSIBILITIES	<ul style="list-style-type: none">• Summarize committee responsibilities.• Provide a time estimate for commitments expected (e.g. approximately 2 hours per month).• Provide a project and participation timeline.
COMPENSATION	<ul style="list-style-type: none">• Clearly describe compensation and Metro’s ABC Policy, as it applies to the project.
QUALIFICATIONS	<ul style="list-style-type: none">• Succinctly (bullet point) list qualifications for applying, e.g. “Must live in study area.”• List preferred qualifications, e.g. “engaged and connected to broader community networks.”
INFORMATION	<ul style="list-style-type: none">• Request information from applicants, e.g. address, community affiliations, preferred meeting times, preferred language, demographics, etc.• Include both qualitative and quantitative questions. Make sure qualitative questions are “scorable.”
SELECTION CRITERIA	<ul style="list-style-type: none">• Provide link to selection criteria summary that outlines how applicants will be chosen.
SELECTION PROCESS & THANKS!	<ul style="list-style-type: none">• List all key dates in the selection process, e.g. application deadline and notification period.• Thank applicants for their time.

APPLICATION SAMPLE

An application should be offered online (e.g. using an online survey platform) and in hard copy. It should include details about the project and use simple language. The sample below shows the CLC application introduction page.



Metro I-710 South Corridor Community Leadership Committee (CLC) Application

Haga clic aquí para español | ចុចទីនេះសម្រាប់ភាសាខ្មែរ | Mag-click dito para sa Tagalog

The I-710 South Corridor Community Leadership Committee (CLC) is being established by Metro to create a direct participation mechanism and a continuous channel of communication between residents of and workers in the impacted communities along the I-710 South Corridor and the 710 Task Force. The CLC will advise the 710 Task Force throughout its process on goals, proposals, and recommendations. The CLC will also “ground-truth” (verify) data and findings, advise on community engagement efforts and take an active role in supporting the 710 Task Force’s work to engage with a broad base of local community members.

Metro is seeking a diverse and committed group of community members representative of the I-710 South Corridor to participate in the CLC from March to December 2022 for approximately 4-6 hours per month.

↳ Takes 5 minutes

Start

press Enter ↵

Metro Project Branding

Multiple Languages Offered

Purpose of CLC

Responsibilities

**ACCESS SAMPLES
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Figure 9: Original CLC application

D Agreements

AGREEMENT PARAMETERS & SAMPLES

In accordance with the Metro Advisory Body Compensation Policy (ABC Policy), community leaders are required to fill out the ABC Policy agreement, which is tailored to each project. The agreement outlines requirements to receive payment and allows the advisory body member

to opt in or out of receiving payment. All CLC members were also required to submit tax and payroll forms. Metro project managers can reach out to equityandrace@metro.net for the latest version of the agreement.

Los Angeles County
Metropolitan Transportation Authority

M Metro

**LACMTA Compensation Agreement
for Advisory Body Members**

Contingent upon continuous fulfillment of the roles and responsibilities identified in the I-710 South Task Force Charter and confirmed attendance at meetings, advisory body members are eligible for compensation on a per meeting basis under LACMTA's Advisory Body Compensation Policy.

The compensation tier is a rate of \$200 per meeting for each **I-710 South Corridor Task Force Meeting** for regular advisory body members and \$175 per meeting for alternates. The compensation rate for subcommittee (working group and coordinating committee) meetings is \$50 per meeting. The maximum compensation for eligible advisory body members is \$5,500 for regular members and \$4,900 for alternates per fiscal year. I understand that attendance taken at each meeting will be used to issue payment. Members will not be compensated for meetings they do not attend. It is their responsibility to confirm their attendance at each meeting or correct any errors in regards to documenting their attendance.

The Policy excludes LACMTA employees and any public agency, Councils of Governments, or elected office staff who serve on advisory bodies as part of their professional role. Members who 1) work for a contractor or organization holding an active contract with LACMTA and 2) participate or are listed in the contract activities, while serving on an advisory body are not eligible for advisory body compensation for the duration of the contract. This applies to all contractors, including non-profit organizations and community-based organizations. Once no longer under contract with LACMTA, an advisory body member may receive compensation.

Advisory body members are independent, and no language in this Compensation Agreement shall be construed to create the relationship of agent or employee, as between an advisory body member and LACMTA. Advisory body members shall not be, or be construed to be, the employees or agents of the LACMTA.

Statement explaining the ABC Policy

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Los Angeles County
Metropolitan Transportation Authority

Metro

For Eligible Members:

I elect to do the following with the compensation I am eligible for as a member of the advisory body:

- Opt-in to receive compensation as part of my term on the advisory body
- Opt-out of receiving compensation as part of my term on the advisory body

For Ineligible Members:

- I acknowledge that I am not eligible due to: _____

_____.

Member Name

**Advisory Body Administrator
Name**

Member Signature

**Advisory Body Administrator
Signature**

Date:

Date:

Figure 11: Metro Advisory Body Compensation Policy Agreement.

E Charter

CHARTER PARAMETERS

The Project Charter defines the why, who, what, when, and how of a project. For this project, the Project Charter outlined the purpose and goals of the CLC, membership criteria, decision-making protocols, and planned milestones. The Project Charter should be developed by the Project Team

based on the scope, and stakeholders can workshop each component before agreeing to the Charter. The Project Charter should be referenced throughout the project and can be officially amended by members, if needed. The charter should be concise (under 20 pages) and incorporate visual aids.

<p>PURPOSE & GOALS</p>	<ul style="list-style-type: none"> • Describe purpose and goals of the leadership group. • Identify project milestones, e.g. develop vision and Goals, Confirm Prioritization Criteria, etc.
<p>LOGISTICS</p>	<ul style="list-style-type: none"> • Describe meeting structure and membership criteria. • List project duration and time commitment expected, e.g. quarterly or monthly meetings, 2 hours/month. • Detail compensation per Metro’s ABCP. • Differentiate between public and community leadership participation. • Describe protocol if someone misses meetings, leaves, or there are other vacancies.
<p>ORGANIZATIONAL STRUCTURE</p>	<ul style="list-style-type: none"> • Outline group and committees structures. Include the following specifications for each: <ul style="list-style-type: none"> ✦ Composition: membership and rules. ✦ Leadership: how CLC organized, who is involved. ✦ Relationships: to the other groups/committees. ✦ Meetings: type(s), format, frequency, and purpose.
<p>DECISION-MAKING MODEL*</p> <p><i>* For more information on Project Decision-Making Models, see Section 3.</i></p>	<ul style="list-style-type: none"> • Describe the model that will be used, e.g. 5-step decision-making model. • Define roles for members and designated alternates. • Lay out parameters for voting, e.g. anonymous or open voting, thresholds for passing votes, how abstentions "count," etc.
<p>WORKPLAN, CHECKPOINTS, AND DELIVERABLES</p>	<ul style="list-style-type: none"> • List the overall work stages for the project. • List planned public comment periods. • List the expected consensus checkpoints and or votes. • Describe the expected end product(s), e.g. final report, materials for board presentation, etc.

CHARTER SAMPLE

The Charter is a front-facing document that should be translated into multiple languages. The sample below is from the CMIP. A Project Charter should be project-specific and all of the sample Charter elements should be compiled using the unique scope and parameters of the project.

I-710 SOUTH CORRIDOR PROJECT

The 710 Task Force convenes various meetings with Task Force Members and members of the public. Exhibit B – *710 Task Force Meeting Descriptions* outlines the various meeting types, frequency, purpose, membership, and meeting format. The green color outline indicates opportunities for the public to provide comment and input directly, while the gold color outline indicates opportunities for the Community Leadership Committee (CLC) to participate directly.

710 Task Force Meetings	Coordinating Committee Meetings ^a	Community Leadership Committee (CLC) Meetings ^{a*}	Working Group Meetings	Listening Sessions and Other Community Meetings
<ul style="list-style-type: none"> > Frequency: Monthly > Purpose: Discuss and come to consensus on recommendations > Members: Up to 50 representatives from a broad cross-section > Format: Public Webinar 	<ul style="list-style-type: none"> > Frequency: Monthly, one week following each Task Force meeting > Purpose: Plan meetings and support CLC and 710 Task Force > Members: Three Existing Task Force members and Two CLC Members > Format: Internal Teams or Zoom Meetings 	<ul style="list-style-type: none"> > Frequency: At least once a month and will be open to the public, including opportunities for public comment and engagement > Purpose: Advise on 710 Task Force proposals and recommendations > Members: Residents from the Project Area > Format: Internal Teams or Zoom Meetings 	<ul style="list-style-type: none"> > Frequency: As-needed > Purpose: Research and analyze specific issues to develop proposals and recommendations for consideration by the 710 Task Force and CLC > Members: No more than 25 710 Task Force and CLC members > Format: Internal Teams or Zoom Meetings 	<ul style="list-style-type: none"> > Frequency: Regularly scheduled throughout the process in alignment with project phases > Purpose: Share updates and hear directly from community members > Audience: Stakeholders along the I-710 South Corridor > Format: To be determined

^aCoordinating Committee (previously called the Executive Steering Committee)

Exhibit B: 710 Task Force Meeting Descriptions

Coordinating Committee (CC)

Purpose

The purpose of the Coordinating Committee (CC) is to work with Metro and Caltrans staff to plan Task Force meetings and to support the work of the Community Leadership Committee (CLC), working groups, and other Task Force activities as described above in Exhibit B.

Composition

The CC will be comprised of five members, including two members from the CLC and three members from the Task Force. The three Task Force members will include one representative elected by the Task Force members from each of the three groups of members:

- > Community-Based Organizations
- > Cities/Governmental Agencies

Lays out meeting structure

Infographics

Describes roles & responsibilities



F Example Correspondence

DIGITAL NEWSLETTER

Digital newsletters were developed by the Project Team using Flodesk and sent out to the Task Force and CLC members every week. Newsletter messages were addressed from a Metro team member, used the LB-ELA CMIP project branding, and included icons and photos. While future Metro project correspondence may be shared with a different frequency, consider consolidating your information

into a “newsletter” format like the sample below to make it easier for participants to see all information in one place. Newsletters may include the following items:

- News, interesting facts, resources
- Meeting schedule
- Link to project website
- Project team contact details

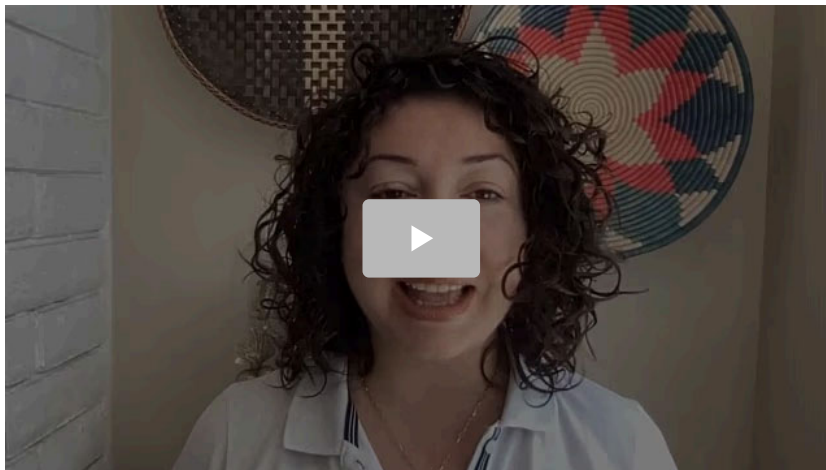


[Haga clic aquí para español](#)

Hello-

We hope you can join us at next week's Community Leadership Committee (CLC) Meeting #14!

Check out the special video message from CLC Co-Facilitator Erika Morales, [here!](#)



Project header & branding

Multiple languages offered

Embedded video message

More information below

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EMAIL BLASTS (eBLASTS)

Email was a key channel that the Project Team used to send out information and resources. Meeting invitations should be sent (to committee members and members of the public) **one week before** meetings and followed up with a reminder email the day before or morning of the meeting. An example eBlast invitation is shown below.



[Haga clic aquí para español](#)

Important Updates

The next Combined Task Force and CLC Meeting will be **held virtually** on Thursday, September 21 from 5-7pm.

During this meeting, the Project Team will continue discussion around the evaluation process, scoring, concerns, project readiness, and prioritization.

We will also review the updated project timeline and schedule.

For more information, please visit our [Project Hub](#).

September Combined Task Force and CLC Meeting
Thursday, September 21, 2023
5-7pm

Virtual Meeting Details

[Register Here!](#)

Meeting ID: 875 0466 2418

Passcode: 5851

Call-in: 213.338.8477

For meeting materials, please click [here](#).

Interpretation in Spanish will be provided.

Project header & branding

Multiple languages offered

Meeting date & time

Link to project information

Meeting link

Meeting materials

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Figure 15: Example E-Blast (Meeting Invite).

REMINDER EMAIL BLASTS (eBLASTS)

Reminder emails were sent the day before or morning of a meeting. They had a more casual tone and included all relevant meeting information.

Greetings in
English & Spanish

Hello CLC Members / Hola Miembros de CLC,

Key information
(e.g. meeting date/time
and links to review)

This is just a quick reminder to join the Combined Task Force and CLC Meeting tomorrow evening from 5-7pm. You will find your unique panelist link to join the meeting [here](#) or in the calendar invitation. Also don't forget to review the meeting materials [here](#), which include the presentation and the Concerns document. It will get you up to speed for the conversation tomorrow. Please let me know if you have any questions. 😊

Este es solo un recordatorio rápido para unirse a la reunión combinada del Comité Consultivo y CLC mañana por la tarde de 5 a 7pm. Encontrará su enlace único de panelista para unirse a la reunión [aquí](#) o en la invitación del calendario. Además, no olvide revisar los materiales de la reunión [aquí](#), que incluyen la presentación y el documento de Preocupaciones.

Esto te pondrá al día para la conversación de mañana. Por favor hazme saber si tienes preguntas.

Sincerely / Sinceramente,
[Redacted]

Figure 16: Example E-Blast (Meeting Reminder)

**ACCESS SAMPLES
AT THIS LINK**



HARD COPY MAILERS

To ensure that all CLC members had access to project documents regardless of Internet proficiency or computer access, key documents were mailed to the residences of CLC members. Any resource that was a critical element of the project was mailed to CLC members, in addition to supplemental documents to help inform CLC members on items they would be voting on.

These materials included:

- Evaluation criteria
- Project and program scoring results
- Project list by jurisdiction
- Draft Investment Plan
- Final Investment Plan

Although these items were mailed to all members, it was recommended by a CLC member to provide each person with the option of opting out of hard copy mail if they preferred PDF only.

TEXT MESSAGES

Text message reminders were sent out in advance of each meeting. They were also sent if there were any special tasks to complete beyond the monthly meetings (i.e. items to review, surveys, or votes). Example text messages are included below.

Thu, Mar 21 at 11:48 AM

Hello [REDACTED],
This is a reminder that tonight is our CLC Workshop at Bateman Hall, Room 2 from 5:30pm-7:30pm. Please bring your printed copy of the Draft Investment Plan. We'll be serving dinner. If you can't make it, we'll miss you. Hope to see you soon! 😊

Key meeting information

Short message

**ACCESS SAMPLES
AT THIS LINK**



Hello [REDACTED]!

We wanted to make sure you are able to go to the next CLC meeting on June 22. It will be in-person at Horchateria Rio Luna in Paramount from 5-7pm. We will also have an option to join on Zoom. Please let us know if you are coming by clicking here: <https://survey.typeform.com/to/D6826mXj> (<https://survey.typeform.com/to/D6826mXj>)

Also, our Corridor Tours are quickly approaching too! Please let us know if you are able to join us on either Saturday, June 24 or Wednesday, June 28. You can RSVP here:

<https://survey.typeform.com/to/eKVXOLiS> (<https://survey.typeform.com/to/eKVXOLiS>)

Key meeting information

Reminder of task

**ACCESS SAMPLES
AT THIS LINK**



Figure 18: Example text message with tasks/links.

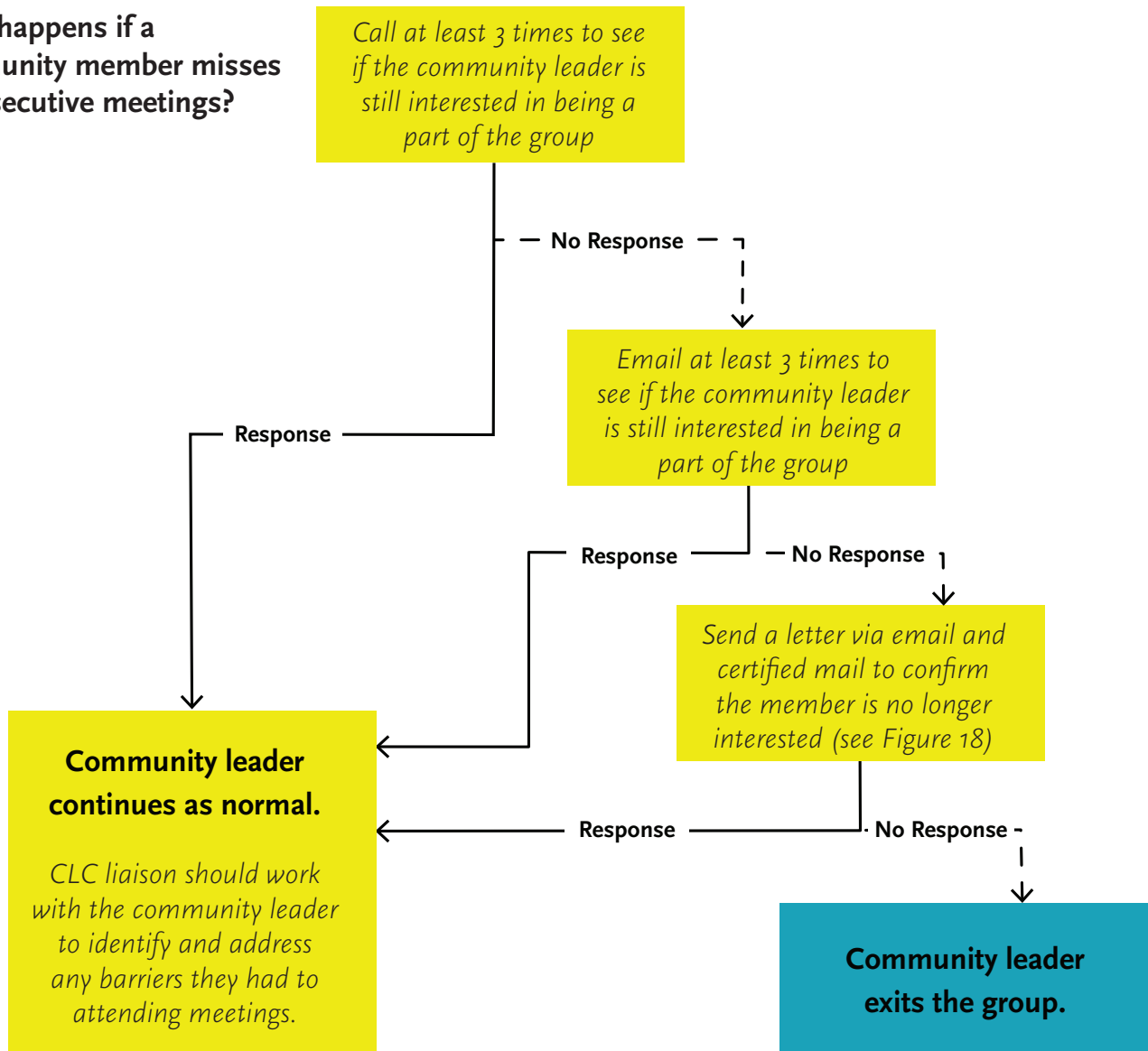
G Membership Logistics

CHANGING MEMBERSHIP

When assembling a group of community leaders you should expect a few people to drop out over time, especially for multi-year projects, while others may attend infrequently. You can use a “three meeting” rule as a helpful guide. If a community member’s lack of attendance is

impeding their participation because they have missed three consecutive meetings, take action and make sure to use multiple communication channels to ask if that member still wants to be part of the group.

What happens if a community member misses 3 consecutive meetings?





September 20, 2022



RE: Continued Participation in the Community Leadership Committee – Response requested by Friday, September 30

Dear [redacted]

Since Metro formed the Community Leadership Committee (CLC) of the I-710 Task Force in March, we have convened seven CLC meetings along with several special meetings. During that time, we completed a major milestone with the approval of the Vision Statement, Principles, and Goals and are approaching the conclusion of the Multimodal Strategies Projects and Programs. The outcome of these milestones will guide the process for the ensuing months that will culminate in the I-710 South Corridor Transportation Investment Plan.

Active participation by CLC members is important for this project to advance to the next step in the process, which is to develop a list of projects and programs for the communities along the I-710 Corridor. Based on our records of attendance, you have not attended a CLC meeting. We have reached out to you on 5 occasions to remind you of meeting dates and times and confirm your desire to continue as a CLC member. Due to your lack of participation thus far, we are writing to once more to inquire if you are still available to participate as a CLC member. We understand there may be demands on your schedule that may make it difficult for you to participate in this effort.

If you wish to remain a CLC member, you will be required to attend our next CLC meeting which is scheduled for Thursday, September 22, 2022. If you do not attend and we do not hear from you by September 30, 2022, we will have no choice but to remove you from the CLC roster.

As we move forward in the process, active participation at CLC meetings will be expected for the next 9-10 months.

Please contact [redacted] who supports the efforts of the CLC to follow up on your continued CLC participation.

Thank you,

KeAndra Cylear Dodds
Executive Officer, Equity and Race
metro.net | [facebook.com/losangelesmetro](https://www.facebook.com/losangelesmetro) | [@metrolosangeles](https://twitter.com/metrolosangeles)
Metro provides excellence in service and support.



Figure 18: Sample letter from Metro sent via email and certified mail to a CLC member that did not respond to calls or emails.

RECRUITING A NEW MEMBER

When a member needs to leave the group for any reason, the Project Team should start the recruitment process for another community member to fill the spot, as long as the project

has not progressed too far for a new member to get integrated into the project. A standard approach and protocol for special cases are outlined below.

STANDARD APPROACH

- Return to the original application responses and see if there are any other viable applicants for that jurisdiction.
- Ask the person with the next highest score if they would be interested, and if so, offer them the opportunity.
- Provide the names to project decision-makers (in this case, the Task Force) to be approved and appointed before the next community leadership meeting.

SPECIAL CASES

In cases where there are no other applicants:

- Re-open the application for the jurisdiction represented by the community member who left.
- Provide the application details to City Officials (e.g. City Manager's Office).
- Share the application with local newsletters and other sources.
- Share an e-blast (see Figure 20) with project stakeholders encouraging them to recruit an applicant.

Figure 19: Protocol for recruiting a new member .

OTHER REMINDERS & NEWS

The CLC Application has been re-opened for Bellflower, Downey, Lynwood, Montebello, and Vernon. We encourage you to share this application with anyone who may be interested in joining the CLC. [Click here](#) for more information about eligibility. This is the last push for members to be added to the CLC before the November Task Force meeting.

Let us know what projects, programs, and other improvements you would like to see in your community and along the I-710 South Corridor by taking the survey and leaving a comment on the interactive mapping tool [here](#). The survey and interactive mapping tool will remain open through **Monday, October 31**, so be sure to share the project and survey with your friends, neighbors, and coworkers. We look forward to continuing to gather your input throughout this planning effort.

Figure 20: Snippet from a monthly e-blast regarding recruiting new community members.

H Project Glossary

DEFINING KEY TERMS

A project glossary helps community members understand technical language. The project glossary promotes consistent terminology

among interpreters, translators, and project team members in various languages and can serve as a vital resource for any project.



Lista inicial de proyectos de LB-ELA CP: Glosario de términos

A partir del 23 de diciembre de 2022

Este glosario define las palabras clave que aparecen en la Lista Inicial de Proyectos y Programas para el Plan de Inversión en Movilidad del Corredor Long Beach-Este de Los Angeles (Corredor LB-ELA). Los Proyectos y Programas de la Lista Inicial de Proyectos se clasifican en Tipos y Subtipos, tal y como se muestra a continuación, que sirven también de base para la organización de este glosario.

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Guía de recursos de CLC: LB-ELA Lista preliminar de proyectos y programa

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Figure 18: Snippet from Spanish-English Project Glossary.

05

WORKSHOP INPUT

The lessons learned that are outlined in this report were presented to a team of Metro staff in September 2024. Workshop attendees engaged with the material and also shared suggestions for meaningful engagement

with community leaders, drawing from their own project experiences. Their additional recommendations are summarized in the table below. Recommendations are categorized by theme.

THEME	RECOMMENDATION
COMMUNICATION	<ul style="list-style-type: none">• Establish a Group Code of Conduct. Co-create a community leadership group code of conduct for meetings and include it in meeting agendas and materials as a reminder for all participants.
ENGAGING THE LARGER PUBLIC	<ul style="list-style-type: none">• Continue to Engage with Communities with Disabilities. Proactively participate at existing meetings held by leadership organizations in the disability community. Explore partnerships with the Aging and Disabilities Transportation Network and the Center for Independent Living.
LANGUAGE & TRANSLATION	<ul style="list-style-type: none">• Use a Project Glossary. Consider referring to the glossary from this project or creating another glossary to ensure consistent understanding of key transportation planning terms in all relevant languages.

COMPENSATION

- **Improve ABC Policy Implementation.** Metro should ensure all staff involved in implementation of the ABC Policy are properly trained and up-to-date on the policy and procedures.

CONTEXT SETTING

- **Create an Organizational Chart.** Sometimes community members are unclear about Metro's structure and where projects fall. Develop a chart that clearly describes "who we are" within the agency to set context.

(VARIOUS THEMES)

- **Review Any Other Standard Operating Procedures.** Engage any other Standard Operating Procedures or relevant materials developed by the Metro Office of Equity and Race and Metro Community Relations for guidance.

Thank you!

Visit lb-ela-cmip.com to read the Investment Plan.

Contact Us

Metro Office of Equity and Race
equityandrace@metro.net

December 2024



Metro



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

Planning and Programming Committee
April 16, 2025
Executive Management Committee
April 17, 2025

Recommendations

CONSIDER:

A. APPROVING:

1. Amending the 2020 Long Range Transportation Plan (LRTP) to reflect the Board selection of “No Build” for the I-710 South Environmental Impact Statement/Environmental Impact Report (EIS/EIR), the project’s new name of the Long Beach-East Los Angeles Corridor Mobility Investment Plan (LB-ELA CMIP), and its transition to a comprehensive multimodal program of infrastructure projects and services.
2. Programming up to \$3 million in Measure R Highway Capital Funds through the LB-ELA CMIP to replace \$3 million originally identified through the Congestion Mitigation and Air Quality (CMAQ) program for the Port of Los Angeles (POLA) Drayage Truck Charging Depot Project.
3. Programming \$9 million in Measure R Highway Capital Funds through the LB-ELA CMIP for the Shoemaker Bridge/Shoreline Drive Project.

B. AUTHORIZING the CEO or their designee to negotiate and execute all necessary agreement(s) with the local jurisdictions.

C. RECEIVING AND FILING the status report on the LB-ELA CMIP.

Issue & Background

Amending the 2020 Long Range Transportation Plan (LRTP)

Funds supporting the LRTP include Measures R and M, which provide funding for the I-710 South Corridor Projects (Phases I and II). This project has been replaced by the Long Beach-East LA Corridor Mobility Investment Plan (LB-ELA CMIP) through Board action, which requires an amendment to the 2020 LRTP for consistency.

Zero-Emission Truck (ZET) Program

The Board approved up to a \$3 million Metro contribution for the Port of Los Angeles Drayage Truck Charging Depot in 2023 with Congestion Mitigation and Air Quality Improvement Program (CMAQ) funding. Since the Board's adoption, the award process has shifted from Metro to the Southern California Association of Governments, with a two-year funding cycle. The current CMAQ funding cycle does not align with the timing of the project's construction phase activities.

Shoemaker Bridge/Shoreline Drive Project

The LB-ELA CMIP prioritizes the Shoemaker Bridge/Shoreline Drive Project in its Initial Investment Project list to support the City of Long Beach's effort to enhance safety and multimodal connectivity, provide access to parks and open spaces, address sustainability and climate change, stimulate the local economy, and serve as a gateway to sports venues and hospitality accommodations for the 2028 Olympic and Paralympic Games.

Status Report on the Long Beach-East LA Corridor Mobility Investment Plan (CMIP)

Pre-Investment Plan Opportunity (PIPO)

All four projects successfully received state and federal discretionary grants prior to the CMIP adoption

- Humphreys Avenue Bike/Pedestrian Crossing over I-710 in East LA
- Huntington Park Safe Routes for Students and Seniors
- I-710 Integrated Corridor Management Project
- Southeast LA Transit Improvement Program

Rail to River Segment B Project

Requesting \$3.15 million from CMIP's Initial Investment funds (Measure R) through a Board Report #2025-0141

Grant Opportunities Pursued to Leverage CMIP's Investments

2024 Federal Reconnecting Communities Pilot Program for *the I-710 Planning Study: Reconnecting the Long Beach-East LA Corridor Communities* (an Initial Investment project) (*not awarded*)

2024 Senate Bill 1 (SB1) Trade Corridor Enhancement Program for *the Long Beach-East Los Angeles Corridor ZET Project* (*announcement pending*)

Community Leadership Committee Reflections & Recommendations Report Published (October 2024)

Summarizes the lessons learned from a new approach to create a collaborative environment to build trust between Metro and community members to benefit future Metro efforts

Continuation of Community Engagement

Task Force, Community Leadership Committee (CLC), corridor communities/jurisdictions

Equity Platform

- > The Long Beach-East LA Corridor Mobility Investment Plan (LB-ELA CMIP) is a multimodal comprehensive plan that reflects the collective vision and aspirations of the corridor communities and stakeholders as gathered through a two-and-a-half-year engagement process.
- > Implementing the LB-ELA CMIP, particularly the Community Programs, will meet community needs and provide benefits that exceed those found in traditional transportation investment strategies.
- > Metro's Office of Equity and Race is developing an Equity Planning Toolkit based on the lessons learned and best practices gathered through the LB-ELA CMIP process.
- > Recommendation to amend the 2020 Long Range Transportation Plan ensures the LB-ELA CMIP's alignment with the Equity Platform.
- > The Zero-Emission Truck Working Group's vision, goals, and principles reflect the communities' desire to bring immediate air quality benefits to Equity Focus Communities near the project location and along the LB-ELA Corridor.
- > The City of Long Beach conducted decade-long public engagement for the Shoemaker Bridge/Shoreline Drive to reflect the desired outcomes expressed by local communities to create greater mobility and safer roads for all users, and improve access to parks and public spaces.

Next Steps

Upon Board approval, staff will:

- 1) Amend the 2020 Long Range Transportation Plan to ensure consistency with the Board action on adopting the Long Beach-East LA Corridor Mobility Investment Plan (LB-ELA CMIP),
- 2) Negotiate and execute all necessary agreements with local jurisdictions for the Port of Los Angeles Drayage Truck Charging Depot and the Shoemaker Bridge/Shoreline Drive project upon approval by the Board,
- 3) Continue working with the subregion, cities, communities, stakeholders, and sponsor agencies to operationalize the LB-ELA CMIP and deliver projects.