No. 2
MEETING OF THE
GOODS MOVEMENT SUBCOMMITTEE

Monday, October 29, 2012
10:00 a.m. – 12:00 p.m.

SCAG Los Angeles Office
818 West Seventh Street, 12th Floor
Los Angeles, CA 90017
(213) 236-1800
Room Policy B

Videoconference Available

Orange County Office
600 S. Main Street, Suite 906
Orange, CA 92863

San Bernardino County Office
1170 W. 3rd Street, Ste 140
San Bernardino, CA 92410

Ventura County Office
950 County Square Drive, Suite 101
Ventura, CA 93003

Imperial County Office
1405 N. Imperial Ave., Suite 1
El Centro, CA 92243

Riverside County Office
3403 10th Street, Suite 805
Riverside, CA 92501

The Regional Council is comprised of 84 elected officials representing 191 cities, six counties, six County Transportation Commissions and a Tribal Government representative within Southern California.
If members of the public wish to review the attachments or have any questions on any of the agenda items, please contact Ed Rodriguez at (213) 236-1863 or via email rodrigu@scag.ca.gov

SCAG, in accordance with the Americans with Disabilities Act (ADA), will accommodate persons who require a modification of accommodation in order to participate in this meeting. If you require such assistance, please contact SCAG at (213) 236-1928 at least 72 hours in advance of the meeting to enable SCAG to make reasonable arrangements. To request documents related to this document in an alternative format, please contact (213) 236-1928.
Goods Movement Subcommittee
Member List

Los Angeles County:  Hon. Barbara Messina, **Chair**/Member (LA)
Hon. Paul Krekorian, 1st Alternate (LA)
Hon. Jim Morton, 2nd Alternate (LA)
Hon. Tim Spohn, 3rd Alternate (LA)
Hon. Carol Herrera, 4th Alternate (LA)

Riverside County:  Hon. Russell Betts, **Vice Chair**/Member (Riv)
Hon. Jim Hyatt, Member (Riv)

Orange County:  Hon. John Nielsen, Member (OC)
Hon. Bert Hack, Alternate (OC)

San Bernardino County:  Hon. Ryan McEachron, Member (SB)

Imperial County:  Hon. Jack Terrazas, Member (Imp)

**Ex-Officio Members**
Paul Granillo, President & CEO, Inland Empire Economic Partnership
Wally Baker, President, Jobs 1st Alliance
Lupe Valdez, Director, Corporate Affairs, Union Pacific Railroad
Fran Inman, Majestic Realty
Michael A. Morris, Transportation Planner, Cal-South FHWA
The Goods Movement Subcommittee may consider and act upon any of the items listed on the agenda regardless of whether they are listed as information or action items.

CALL TO ORDER & PLEDGE OF ALLEGIANCE
(Hon. Barbara Messina, Chair)

PUBLIC COMMENT PERIOD – Members of the public desiring to speak on items on the agenda, or items not on the agenda, but within the purview of the Subcommittee, must fill out and present a speaker’s card to the Assistant prior to speaking. Comments will be limited to three minutes. The Chair may limit the total time for all comments to twenty minutes.

REVIEW AND PRIORITIZE AGENDA ITEMS

CONSENT CALENDAR

Approval Item

Minutes of September 24, 2012 Meeting

Attachment 1

INFORMATION ITEMS

1. Goods Movement Economics and Markets in the SCAG Region
   (Michael Fischer, Cambridge Systematics)

2. International Trade and Economic Development in Southern California
   (John Husing, Chief Economist, Inland Empire Economic Partnership)

3. Warehousing Operation Challenges
   (B.J. Patterson, CEO Pacific Mountain Logistics, LLC and Board Member, Distribution Management Association)

CHAIR’S REPORT
(Hon. Barbara Messina, Chair)
GOODS MOVEMENT SUBCOMMITTEE
AGENDA
OCTOBER 29, 2012

STAFF REPORT
(Annie Nam, SCAG Staff)

FUTURE AGENDA ITEMS
Any Subcommittee member or staff desiring to place items on a future agenda may make such a request.

ANNOUNCEMENTS

ADJOURNMENT
The next regular meeting of the Goods Movement Subcommittee meeting will be held on November 12, 2012 at the SCAG Los Angeles Office.
Goods Movement Subcommittee
of the
Southern California Association of Governments
September 24, 2012

Minutes

THE FOLLOWING MINUTES ARE A SUMMARY OF ACTIONS TAKEN BY THE GOODS MOVEMENT SUBCOMMITTEE. A DIGITAL RECORDING OF THE ACTUAL MEETING IS AVAILABLE FOR LISTENING IN SCAG’S OFFICE.

The Goods Movement Subcommittee held its meeting at SCAG’s office in downtown Los Angeles. The meeting was called to order by Chair Hon. Barbara Messina, Alhambra. A quorum was present.

Members Present:

Hon. Barbara Messina (Chair) Alhambra
Hon. Tim Spohn City of Industry, SGVCOG
Hon. Carol Herrera City of Diamond Bar
Hon. Russell Betts, (Vice-Chair) Desert Hot Springs, CVAG
Hon. Jim Hyatt Calimesa, District 3
Hon. Bert Hack Laguna Woods, OCCOG (via videoconference)
Hon. Jack Terrazas County of Imperial (via videoconference)
Pual Granillo Inland Empire Economic Partnership (via videoconference)
Wally Baker Jobs 1st Alliance
Lupe Valdez Union Pacific

Members Not Present:

Hon. Paul Krekorian City of Los Angeles
Hon. Jim Morton City of Lynwood
Hon. John Nielsen City of Tustin
Hon. Ryan McEachron City of Victorville, SANBAG
Fran Inman Majestic Realty
Michael A. Morris FHWA

CALL TO ORDER

Chair Hon. Barbara Messina, Alhambra, began the meeting at 10:03 a.m.

PUBLIC COMMENT PERIOD

No members of the public requested to make a comment.

REVIEW AND PRIORITIZE AGENDA ITEMS

There was no requested prioritization of the agenda.
ACTION ITEM

1. Subcommittee Work Plan and Deliverables

Alison Linder, SCAG Staff, provided an overview of the Goods Movement Subcommittee Work Plan. Ms. Linder stated the Work Plan covers the six meetings scheduled and begins with a goods movement overview in the first meeting and continues with an examination of economic impacts and key market functions in the second meeting. The third meeting examines emerging technologies and the environmental action plan.

Ms. Linder further stated the fourth meeting covers innovative financing, public-private partnerships and other revenue strategies. The fourth meeting is anticipated to be a joint meeting with the Transportation Finance Subcommittee. The fifth meeting will focus on Regional Freight Corridor Planning and the sixth meeting will conclude the subcommittee’s work with a view toward an action plan for the 2016 RTP/SCS.

As a quorum was present a motion was made (Betts) to approve the proposed subcommittee work plan. The motion was seconded (Messina) and unanimously approved. Motion passed.

INFORMATION ITEMS

2. Overview of 2012-2035 RTP/SCS and Comprehensive Regional Goods Movement Plan and Implementation Strategy

Annie Nam, SCAG Manager of Goods Movement and Transportation Finance, provided an overview of the regional goods movement system and elements of the Goods Movement Strategy from the 2012 RTP/SCS. Ms. Nam stated the region has an extensive goods movement network including 3 major seaports, 6 commercial airports, an extensive network of freeways and arterials serving as truck corridors, 2 class one railroads, and 3 international border crossings. Additionally, there is an abundance of warehousing and distribution facilities as well as a large regional market driven by a population that will grow by 4 million by 2035.

Ms. Nam stated air quality is an important element in goods movement planning. In addition to the public health issues there is a requirement to reduce pollutants to levels established under the Federal Clean Air Act. The region is in non-attainment for several pollutants and must meet attainment deadlines. Moving toward a near zero or zero emission technology is critical within the timeframe of the 2012 RTP/SCS.

Further, Ms. Nam noted truck traffic is expected to increase through 2035 with the increase in goods movement. Truck traffic is expected to triple near the ports and double along the east-west truck corridors. Rail volume of both passengers and freight is also expected to increase by 2035. Ms. Nam stated SCAG’s Goods Movement Vision seeks a world-class coordinated regional system that supports economic vitality and attains clean air and quality of life for our communities.

Ms. Nam stated that SCAG’s analysis is built around how goods movement serves key industries driving the region’s economy. While there is significant international goods movement the majority of goods movement trips in the region are generated by local businesses moving goods to
consumers. Several goods movement investments in the 2012 RTP/SCS were discussed. For instance, several benefits of a Clean Freight Corridor System were noted such as reduced truck delay, reduced total traffic delays, a separation of truck and passenger vehicle traffic, and reduced health impacts. An additional priority of the goods movement strategy includes reducing truck bottlenecks. It is anticipated that 1 million hours of truck delays could be eliminated annually if the highest priority truck bottlenecks are addressed. Nearly $50 billion of goods movement system enhancements were noted in the 2012 RTP/SCS.

INFORMATION ITEMS

3. Border Crossing Study Update

Mike Jones, SCAG Staff, presented a review of the recently completed SCAG Border Crossing Study. Mr. Jones discussed the magnitude and importance of the international land border crossings in Imperial County. There are three Ports-of-Entry (POEs) in Imperial County: Andrade-Los Algodones, Calexico West-Mexicali I, and Calexico East-Mexicali II, which serve 99% of commercial traffic moving between the SCAG region and Mexico. Mr. Jones summarized the data collection methods employed for the study, including targeted stakeholder interviews, truck intercept surveys, and truck tracking. Goods movement in the area occurs primarily between manufacturing facilities in Mexico (maquiladoras) and warehouses and industries in the U.S. The movement of goods across the border is generally served by a significant amount of drayage activity, an important component of the supply chain.

Mr. Jones noted the highway system handles over 95% of goods moving across the border, while rail accounts for about 3%, mostly freight moving southbound. Mr. Jones stated 79% of northbound goods had initial destinations in California, with 61% destined for cities in the SCAG region. Approximately 63% of southbound goods had origins in California, with 35% originating in the SCAG region. Mr. Jones further stated commercial vehicle delays result in approximately $70 million in total output losses to Imperial County. Recommended steps include further exploration of secondary (and final origins and destinations) of freight moving across the border, evaluations of the potential local and regional implications of increased maquiladora activity resulting from global macroeconomic shifts in manufacturing, consideration of infrastructure expansion and/or improvements at Imperial County POEs, and research that examines the potential for variable pricing.

CHAIR’S REPORT

Hon. Barbara Messina, Alhambra, polled the subcommittee on future meeting dates. It was determined the next subcommittee meeting will be October 29, 2012 and subsequent meetings would be scheduled for the second Monday each month.

Ms. Messina restated the subcommittee’s purpose is to implement the existing policy in the 2012 RTP/SCS and to provide a forum for discussion of critical goods movement topics.
STAFF REPORT

Annie Nam noted the agenda packet includes an outline of a presentation by Sharon Neely, Chief Deputy Executive Director, given to the Ohio Conference on Freight covering key freight provisions of MAP-21 as well as important next steps.

ADJOURNMENT

The meeting adjourned at 11:40 a.m. The next meeting of the Goods Movement Subcommittee will be Monday, October 29, 2012 at the SCAG Los Angeles office.

Alison Linder, Associate Regional Planner
Transportation Planning
Goods Movement Economics and Markets in the SCAG Region

Markets/Functions/Industries

FUNCTIONS
- Provide access to international gateways
- Support regional manufacturing
- Serve local businesses and consumers
- Support logistics industry

MARKETS
- International trade
- Domestic trade
- Local trade and service
- Modal markets

INDUSTRIES
- Goods movement-dependent
- Service

Michael Fischer
Principal
Cambridge Systematics
October 29, 2012
Goods Movement Functions in the Economy

- Provides access to international gateways
- Supports regional manufacturing
- Serves the supply chain needs of consumers and local businesses
- Supports a thriving logistics industry

Providing Access to International Gateways

The region is the largest international trade gateway in the U.S., supported by marine ports, air cargo facilities, railroads, and freeways. In 2010, the Ports of Los Angeles, Long Beach, and Hueneme collectively handled $336 billion of maritime cargo.

Regional airports handled over $78 billion in international air cargo in 2010.

In 2010, over $10 billion of trade passed through Imperial County POEs.
Supports Regional Manufacturing

• SCAG region is a major manufacturing center

Average Annual Manufacturing Employment (in thousands)

Importance of a Thriving Logistics Industry

Logistics activities, and the jobs that go with them, depend on a network of warehousing and distribution facilities, highway and rail connections, and intermodal rail yards. The region has about 837 million square feet of warehousing space.
Goods Movement-Dependent Industries

**Economic Contributions**
$253 billion GRP

- Retail Trade: $94 billion
- Wholesale Trade: $53 billion
- Construction: $27 billion
- Transport and Warehouse: $21 billion
- Manufacturing: $44 billion
- Forestry, Fishing, and Related Activities: $0.38 billion
- Mining: $4 billion

**Employment Contributions**
2.9 Million Jobs

- Retail Trade: 950,000 jobs
- Wholesale Trade: 452,000 jobs
- Construction: 431,000 jobs
- Transport and Warehouse: 200,000 jobs
- Manufacturing: 749,000 jobs
- Forestry, Fishing, and Related Activities: 28,000 jobs
- Mining: 17,000 jobs

Goods movement-dependent industries include manufacturing, retail trade, wholesale trade, construction, transportation, and warehousing sectors.

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**Modal Markets**

**Service Cost Continuum**

- Air Cargo: Fastest, Most reliable, Most visible, Lowest weight, Highest value, Most time-sensitive cargo
- Truck: Fast, Reliable, Visible, Range of weight and value
- Rail Intermodal: Rail intermodal competitive with truck over longer distances
- Rail Carload: Slower, Less reliable, Less visible, Highest weight, Lowest value, Least time-sensitive cargo
- Rail Unit: Water

87 percent of truck trips in the region are non-port intraregional truck trips. The majority of port cargo leaves the region by rail.
Port Modal Markets

- Inland Point Intermodal (IPI) – moved intact in marine container by rail
- Transload – unloaded from marine container and reloaded in domestic container/trailer and moved by truck or rail
- Local without intent to transload – always by truck

![Port Container Volume by Market](chart)

Regional Rail Market Splits

- Freight rail traffic growth in the region is dominated by port-related intermodal cargo
- Domestic intermodal rail is still important to many industries’ supply chains
- Impacts types and locations of terminals and transload facilities

![Regional Rail Market Split](chart)
Southern California Has Two Great Needs

1. Any Job Creation
So. CA Job Change, 1991-2012e

-488,600

-771,700

-8.9%

Only +19.9% Recovered

Worst National Unemployment Rates
U.S. 7.6%  CA 10.4%

Exhibit 2 - Unemployment Rates, Top 30 of 50, August 2012
Worst U.S. Metropolitan Areas, Over 1 million Population

Source: U.S. Bureau of Labor Statistics
Light Blue = CA Markets

Page 11
Southern California Has Two Great Needs

2. Blue Job Creation

Adults With High School Or Less Educations

Adult Educational Attainment
Inland Empire & Coastal Counties, 2011

Source: American Community Survey
Few Training Barriers To Beginning Employment

<table>
<thead>
<tr>
<th>Industry</th>
<th>Mean Salary</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining</td>
<td>($65,268)</td>
<td>Blue Collar</td>
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<tr>
<td>Logistics</td>
<td>($45,851)</td>
<td>Blue Collar</td>
</tr>
<tr>
<td>Wholesale (2005)</td>
<td>($43,492) Median</td>
<td>Blue Collar</td>
</tr>
<tr>
<td>Gaming</td>
<td>($37,827)</td>
<td></td>
</tr>
<tr>
<td>Retail Trade</td>
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</table>

Alternative Jobs to Blue Collar

After Losing 8.74 Million Jobs …
U.S. Job Creation Is Crawling Back

Exhibit 3.–Job Creation or Destruction
U.S., 1998–2012, Seasonally Adjusted (000)

March 2010–September 2012
Job Gain: +4,642,000 or 52.9% of 8,779,000 Lost in Recession
-518,000 Government Jobs
+5,160,000 Private Sector

Source: U.S. Bureau of Labor Statistics
Pattern of Likely Recovery

Consumers Are Less *Skeptical* About The Near Term Future

Exhibit 21 - U.S. Consumer Confidence Future Outlook, July 2007-Present

Source: Conference Board

100.0 = Normal

October 13, 2012
Consumers See Blue Sky Amid Economic Clouds
People have been Spending Again

Inventories Low \textbf{Relative To Sales}
Indicating Inventories \textbf{Not Growing}

\textbf{U.S. Inventory to Sales Ratio, 1985-2012}

\textbf{Months of Inventory On Hand At Existing Sales Levels}

Source: U.S. Census Bureau
Imported Container Volume Mostly Back

Ports On West Coast Near Asia

Lost Angeles

Long Beach
Deep Water Ports As Ships Draw Over 50 feet of Water

8,000-Container Post-Panamax Ships

Port Unloading
Warehousing

High-End Computerized Work
Wide Variety of Direct Employers

- Ocean Lines
- Marine Terminal Operators
- Ports
- Licensed Motor Carriers
- Warehouses
- Independent Drivers
- Industrial Realtors
- Developers
- E-Commerce
- Railroads
- Third Party Logistics Firms
- Package Carriers
- Beneficial Cargo Owners

With Amazon Decision E-Commerce Facility
A Huge Potential Sales Tax Upside For Cities

U.S. E-Commerce & Non-Auto Retail Sales Growth Rates
Quarter over Same Quarter Prior Year Growth Rates, 2000-2012

Source: Bureau of the Census
Purchasing Manager’s Index Remains Above 50 Indicating Mfg. Growth

U.S. Purchasing Manager’s Index, 1989-2011

35 of 38 Months of Growth

Record Export Container Volume

Export Container Volume, 2000-2012e
Ports of Los Angeles & Long Beach (mil. teus)

2012 e Based upon experienced Year to Date, May
Source: Port Import Export Reporting Service (PIERS), collected from Vessel, LA-LB for 2011-2012
Industrial Vacancy Rate
Declining Again!

Inland Empire 2.7% 11.9% 6.4%
Orange Co. 5.4% 7.0% 5.2%
L.A. Co. 2.1% 3.4% 2.9%

500,000 sq. ft. + Facilities … Inland Empire Vacancy = 0.0%

Logistics Joined Adding Jobs

Southern California Logistics Job Growth, 1991-2012

Source: CA Employment Development Department
Blue Collar Job Trends

Southern California Logistics Job Growth, 1991-2012
Imperial, Los Angeles, Orange, Riverside, San Bernardino, Ventura

Gold Mine Theory
Secondary Tier

Logistic Affected So. CA Jobs = 1,243,456
Of 8,015,395 Total So. CA Jobs = 16%
## Issue: Panama Canal Diversion

**Is Diversion Starting to Occur?**  **Not Yet!**

### Share of U.S. Imported Containers
**Ports of Los Angeles-Long Beach, 1997-2010**

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<tbody>
<tr>
<td>Share</td>
<td>40.7%</td>
<td>41.7%</td>
<td>44.9%</td>
<td>43.6%</td>
<td>44.3%</td>
<td>43.8%</td>
<td>43.2%</td>
<td>43.6%</td>
<td>44.0%</td>
<td>43.9%</td>
<td>43.2%</td>
<td>44.8%</td>
<td>41.7%</td>
<td>43.2%</td>
</tr>
</tbody>
</table>

*Source: Port Import Export Reporting Service (PIERS), collected from Vessel, LA-LB for 2010*
Who Cares If We Don’t Grow Dirty Blue Collar Jobs?

Policy Conflict: Environment vs. Blue Collar Jobs

Public Health

Blue Collar Sectors Bring Rising Asthma & Cancer Risk From Airborne Toxics
California Solution

Single Issue Regulatory Agencies

- CA Air Resources Board
- South Coast Air Quality Management District
- CA Environmental Protection Agency
- CA Water Resources Control Board
- & More

Results:

1. Air Quality Is Improving (PM2.5)

<table>
<thead>
<tr>
<th>Monitoring Sites</th>
<th>Mira Loma Van Buren</th>
<th>Riverside-Rubidoux</th>
<th>Big Bear City-581 Fontana-Arrow Ontario-1408 San Bdsn-40K</th>
<th>W. Valley Blvd</th>
<th>Highway</th>
<th>Francis Street</th>
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<td>58.2</td>
<td>79.5</td>
<td>80.8</td>
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<td>2002</td>
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<td>92.6</td>
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<td>73.7</td>
<td>67.4</td>
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<td>2003</td>
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<td>62.2</td>
<td>55.2</td>
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<tr>
<td>2004</td>
<td>*</td>
<td>47.8</td>
<td>57.3</td>
<td>*</td>
<td>*</td>
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<td>*</td>
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<td>2005</td>
<td>*</td>
<td>*</td>
<td>39.7</td>
<td>*</td>
<td>22.9</td>
<td>25.3</td>
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<td>2006</td>
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<td>2007</td>
<td>43.4</td>
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<tr>
<td>2008</td>
<td>*</td>
<td>12.4</td>
<td>15</td>
<td>5.7</td>
<td>19.3</td>
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<td>9.5</td>
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<tr>
<td>2009</td>
<td>19</td>
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<td>15.1</td>
<td>6.6</td>
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<td>2010</td>
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<tr>
<td>2011</td>
<td>13</td>
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<td>5</td>
<td>0</td>
<td>7.1</td>
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<tr>
<td>2011- Earliest Change</td>
<td>-33.2</td>
<td>-81.3</td>
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<td>-72.7</td>
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<td></td>
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<td>-92.0%</td>
<td>-95.8%</td>
<td>-100.0%</td>
<td>-90.4%</td>
<td>-91.4%</td>
<td>-93.4%</td>
</tr>
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2. Downward Pressure on Blue Collar Jobs

Blue Collar Work Is Much of Our Workforce's Best Chance To Reach The Middle Class

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Few Training Barriers To Beginning Employment

Alternative Jobs to Blue Collar
Results Of Job Suppression

- Unemployment Higher Than It Needs To Be
- Underemployment A Constant Difficulty
- Lack of Access to Jobs Leading to the Middle Class

- Divorce
- Spousal Abuse
- Drug & Alcohol Abuse
- Suicide
- Lack of Timely Medical Care

Over 60% Of These Populations Also Stopped Their Educations With High School or Less Schooling

Suppressing Blue Collar Jobs Is Also A Social Justice Issue
Summary

1. So. CA needs jobs
2. Logistics responsible for 16% of all jobs in 2012 1,293,000 or 8,015,000
3. Growth potential
   • Consumer spending up
   • Inventories under control
4. E-commerce exploding
5. Import levels back to levels except for 2006-2007 surge
6. Export levels setting records
7. So. CA need blue collar jobs with 42% having high school or less educations
   • Jobs needed to help prevent public health crisis
   • Jobs needed to help prevent social justice crisis
8. Logistics is the one blue collar sector showing consistent growth
9. Logistics Threats
   • Panama Canal, Suez Canal
   • Lack of regulatory balance
Southern California Association of Governments

Goods Movement Subcommittee Meeting
October 29, 2012

Warehousing Operation Challenges 2012

B.J. Patterson
CEO/President
PACIFIC MOUNTAIN LOGISTICS, LLC

Board Member — Distribution Management Association
Third Party Distribution
Freight Brokerage
Consulting Services

A very different warehouse
1992 2012

› Service  Three weeks  Three Hours

› Size of Orders  Pallets  Eaches

› Information  48 hrs.  48 minutes

› Technology  Pick Tickets  Voice Pick

Impact of E-Commerce
Warehouse Design
- Fewer loading doors
- Higher clear height
- More employee parking
- GPS, RFID, high speed sortation, sensors, Robotics

Workforce Evolution
- Movement of retail worker to logistics worker beginning
- Logistics worker more productive per sales $
- Highly trained “Supply Chain Technicians” in demand
- NSF National Center for Supply Chain Technology Education addressing issue

Growth of the e-commerce market
- US Department of Commerce: 2011 e-commerce sales grew 16.1% to $194.3B in 2011
- Forrester Research: e-commerce now makes up 6% of retails sales growing 10% annually to $279B by 2015

Multi-Channel Fulfillment– Supply Chain Strategy Evolution
- Smaller more frequent orders, less truckload volume
- Retail direct to residential doorstep skipping bricks & mortar
- “Click & Collect” orders sent to retailers for customer pick up
Challenges to Modern Warehouse Operations

- Labor
  - Trained to handle technology
  - Willing to multi-task
  - Clerical personnel (PC/Communications Skills)

- Huge investments sophisticated equipment technologies

- Public perception and impact on Talent Attraction

- Regulatory environment, AQMD, NIMBY, development lawsuits, taxation, city code variations
Competition from Panama Canal?

Cost vs. Time vs. Control vs. Reliability
All Water vs. Land Bridge

Why is this important?
Jobs!
How much $$$ can I make with a Career in Logistics?

- Logistics Worker averages $46,665
- High School Graduate can earn $100k within 10 yrs.

Questions???