

# Hiding in Plain Sight: Billions in LA Public Funding

*What is a Capital Infrastructure Plan?  
Why does Los Angeles need one?*

By Kevin Liu & Investing in Place

What is one of your favorite public spaces in Los Angeles?

**Griffith Park**

**LA River**

All our sidewalks!

**Barnsdall Art Park**

**Vista Hermosa Park**

**Grand Park**

**Sepulveda  
Basin**

**LA Central Library**

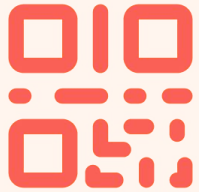
**LA State Historic Park**

**Mariachi Plaza**

**Union Station**

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Image: IIP Kevin Liu

You want to make your  
local bus stop more  
accessible and safe for  
people using wheelchairs.

Who do you call?

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**You want to make your local bus stop more accessible and safe for people using wheelchairs. Who do you call?**

① Start presenting to display the poll results on this slide.

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In Fiscal Year 2021 there was a backlog of requests for 4,000 access ramps (also known as curb cuts), and only \_\_\_\_\_ had been completed

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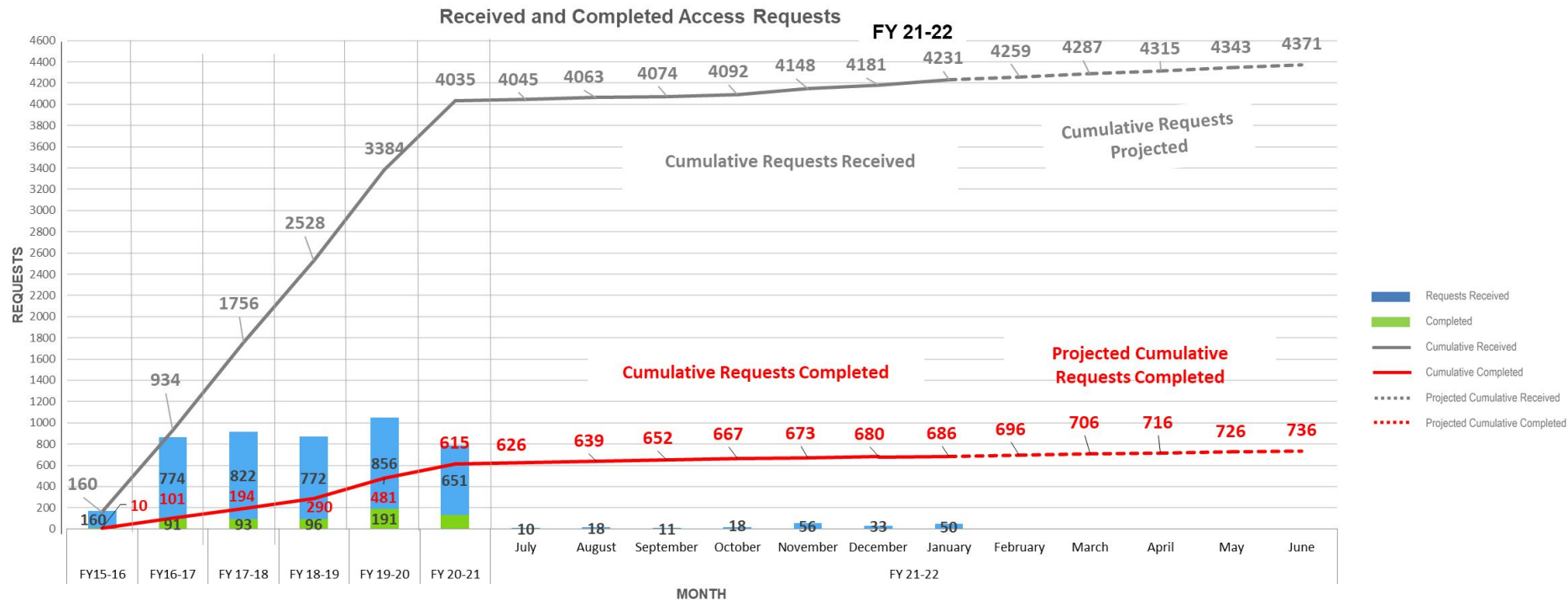


In Fiscal Year 2021 there was a backlog of requests for 4,000 access ramps (also known as curb cuts), and only \_\_\_\_\_ had been completed

① Start presenting to display the poll results on this slide.

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# Access Request Program





No one (truly, *no one*) has a clear picture of where **billions of dollars** in public works and transportation funds in the City of Los Angeles have gone over the years because **there is no publicly accessible funding plan** for past, present, or future investments.

**Los Angeles has one of the largest public works programs in the nation, yet still has broken, unpassable sidewalks and for many, no viable, reliable, and safe transportation options.**

**That's why:**

- 1. Los Angeles needs a Capital Infrastructure Plan (CIP).**
- 2. Investing in Place has made developing a CIP our #1 priority.**

# In this guide you'll learn:

**1**

What is a Capital  
Infrastructure Plan  
(CIP)?

**2**

What can we learn  
from other cities?

**3**

What can a CIP do  
for LA?



1.

**What is a  
Capital  
Infrastructure  
Plan (CIP)?**

**A Capital Infrastructure Plan, or a CIP, is a long-term plan for a city's infrastructure.**

# Capital – Infrastructure – Plan

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**What is a capital project?** Portland defines it as a “project that maintains or improves a City asset.”

**What counts as infrastructure?** San Diego defines it as “a complex network of public works such as roads, bridges, airports, parks, facilities, and water utilities”, and other cities also include technology improvements such as broadband internet access. In other words: all the things that help anyone and everyone (in an ideal world) **live fully and move freely**.

**What kind of plan?** A CIP is a planning document that provides a long-term, unified direction for investment in a city’s infrastructure – based on a vision for the city that was (ideally) inspired by the people who live there.



A woman wearing a purple long-sleeved shirt, khaki pants, a white face mask, and a grey baseball cap is walking on a sidewalk. The sidewalk is uneven and has large, exposed tree roots. The background shows a wooden fence and some plants. The text "A CIP would create a process for fixing this." is overlaid in white, bold, sans-serif font.

A CIP  
would create a  
process for  
fixing this.

# Attempts at Capital Infrastructure Programs in LA

2013

Councilmember Blumenfield proposes a motion directing the City to create a Capital Infrastructure Strategic Plan

2014

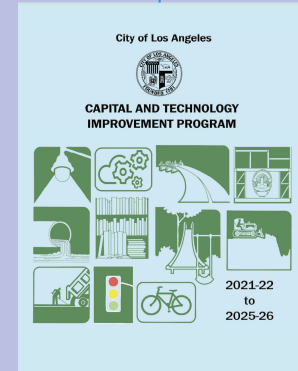


Didn't make it to the ballot and was overshadowed by Measure M

2017

FUSE fellow Laila Alequresh publishes report highlighting LA as the only major city without a CIP

2021



Only existing funded projects that have received funding

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**It's 2022, and there's still no plan.**



Los Angeles is  
the only  
major city in  
the U.S.  
without a CIP.

Image: NY Times

We've studied these CIPs:

[NYC - Ten Year Capital Strategy](#)

[Chicago - Five Year Capital Improvement Program](#)

[Eugene - Capital Improvement Program](#)

[Boston - Capital Plan](#)

[San Francisco City and County - Proposed Capital Plan](#)

[Seattle-Capital Improvement Program](#)

[San Diego - Five-Year Capital Infrastructure Planning Outlook](#)

[Sacramento - Capital Improvement Program](#)

[Long Beach - Five-Year Infrastructure Investment Plan](#)

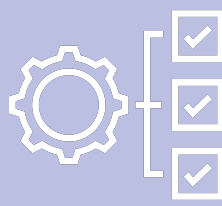
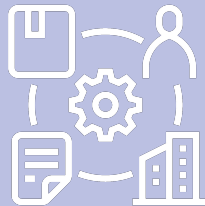
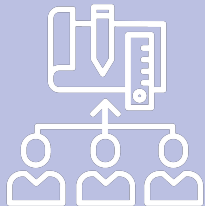
[Pasadena - Recommended Capital Improvements Program](#)

[Atlanta - Capital Improvement Program](#)

[DC - Capital Improvements Plan](#)

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# The Components of a CIP



**Guiding Principles** - typically another planning document (Boston has [Imagine 2030](#))

**Development Process** - allocation of funds, identification of projects, project prioritization

**Project List** - attaches funding to a project, provides a timeline, and progress updates

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# Sample Project Lists

## A CIP tells us what's coming and when.

### Chicago's Capital Infrastructure Project Map



### Boston's Project List

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
<b>Boston Centers for Youth and Families</b>					
BCYF Alston Program Study	Develop building program and assess siting options for a new community center in Allston/Brighton.	Study Underway	Allston/Brighton	No	125,000
BCYF Clougherty Pool	Upgrade the pool, pool deck, the bath house, and mechanical systems.	Study Underway	Charlestown	No	2,700,000
BCYF Community Center Program Studies	Develop building programs and assess siting options for new community centers in Dorchester and Charlestown.	Study Underway	Various neighborhoods	No	200,000
BCYF Curley Community Center	Major renovation of existing building that supports re-programming the interior space and provides resilient protection from future sea level rise.	In Construction	South Boston	No	31,350,000
BCYF Hyde Park Community Center	Interior and exterior building renovation including improvements to athletic facilities, redesign of the front entrance, window and door replacements, and other facility upgrades to enable using the facility as a sheltering site year-round.	To Be Scheduled	Hyde Park	No	1,000,000
BCYF Hyde Park Community Center	Renovate interior spaces to provide community neighborhood-based healthcare services.	To Be Scheduled	Hyde Park	No	2,000,000
BCYF Marshall Community Center Pool	Repair pool systems at BCYF Marshall. Upgrade pool liner and filtration system.	In Construction	Dorchester	No	2,500,000
BCYF Mattahunt Community Center	Interior renovation that includes refurbishing the lobby, gymnasium, community room, and computer lab.	In Construction	Mattapan	No	12,700,000
BCYF Mattahunt Community Center Exterior Lighting	Improve exterior lighting at the Mattahunt Community Center.	To Be Scheduled	Mattapan	No	500,000
BCYF Paris Street Pool	Complete building renovation including upgrades to the mechanical systems, bathrooms and locker rooms, pool deck, lighting, and entryway.	In Construction	East Boston	No	8,975,000
BCYF Roslindale Community Center	Interior and exterior building renovation including improvements to athletic facilities, redesign the front entrance, window and door replacements, and other facility upgrades to enable using the facility as a sheltering site year-round.	To Be Scheduled	Roslindale	No	1,000,000

CITY OF CHICAGO



## 2022 - 2026 FIVE YEAR CAPITAL IMPROVEMENT PROGRAM



MAYOR LORI E. LIGHTFOOT

## CAPITAL PROJECTS MAP

Explore the City's capital projects.

CAPITAL PROJECTS MAP

The City of  
**SAN DIEGO**

## FISCAL YEAR 2023-2027 FIVE-YEAR CAPITAL INFRASTRUCTURE PLANNING OUTLOOK



Todd Gloria  
Mayor

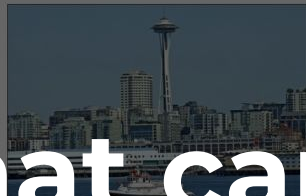
Jay Goldstone  
Chief Operating Officer

Jeff Sturak  
Deputy Chief Operating Officer

CITY OF

*Seattle, Washington*

2022-2027 Proposed  
Capital Improvement Program



PRINTED ON RECYCLED PAPER



## Ten-Year Capital Strategy Fiscal Years 2022-2031



Mayor of New York  
Bill de Blasio, Mayor

Office of Management and Budget  
Jacques Jiha, Ph.D., Director

Department of City Planning  
Marisa Lago, Director

April 2021

# What can we learn from other cities?



THE CITY AND COUNTY  
OF SAN FRANCISCO  
PROPOSED CAPITAL PLAN

**ONESF**  
Building Our Future

Fiscal Years 2022-2031

# How do we develop a CIP for the City of LA?

Let's look at some best practices



**Process** - how do cities develop their CIP?

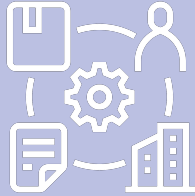


**Investments** - what's included in the CIP?



**Implementation** - how do capital projects get built? Is there accountability?

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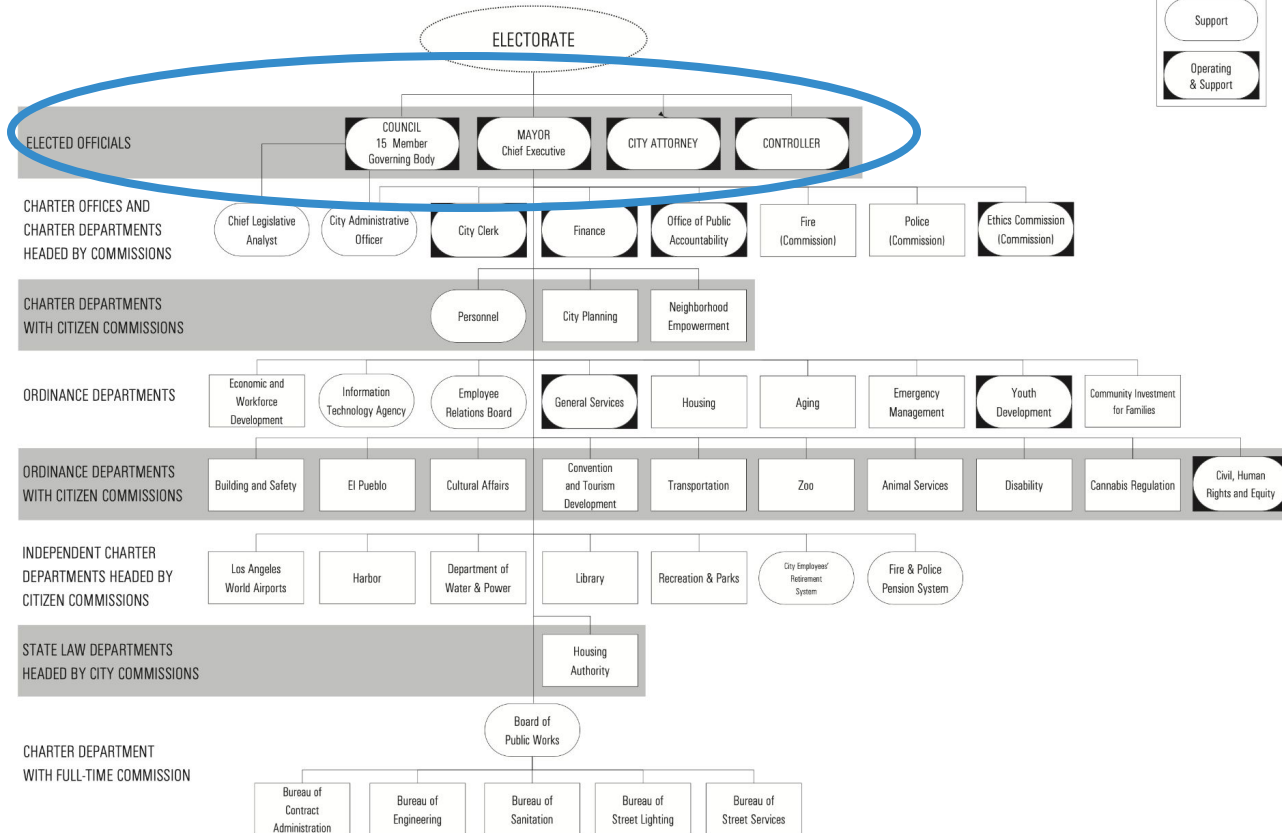
# Process

- How do cities identify projects and allocate funding? What are the types of processes?
- How do cities include public input into the process?

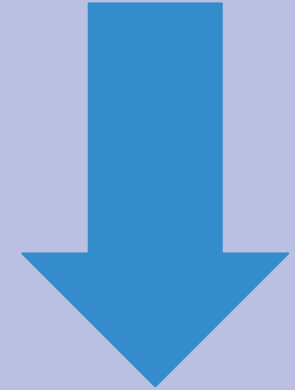


# ORGANIZATION OF THE CITY OF LOS ANGELES

Proposed as of July 1, 2021



The “Top Down” approach - electeds and budget offices identify projects and funding sources

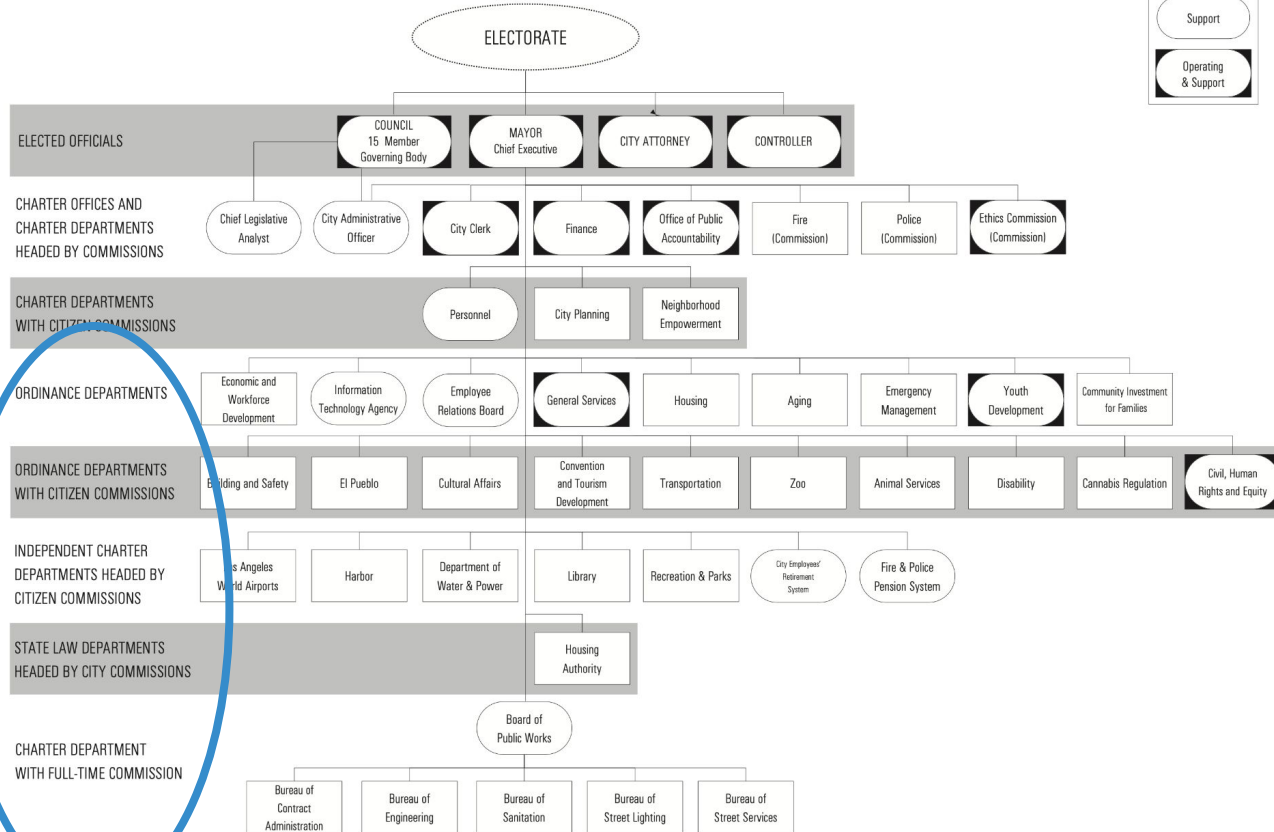


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# ORGANIZATION OF THE CITY OF LOS ANGELES

Proposed as of July 1, 2021



**The “Middle Up” approach - departments identify projects and propose them to electeds for funding allocation and approval**

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An aerial photograph of San Diego, showing the city skyline, the harbor with many sailboats, and the San Diego Bay Bridge in the distance. The image is used as a background for the left half of the slide.

# Special Committees

Image: Times of San Diego

In San Diego's CIP, Asset Managing Departments (AMD) coordinate with the Capital Improvements Program Review and Advisory Committee (CIPRAC), which contains members of departments citywide, to identify and develop projects.

San Diego's program is outlined in this council policy as well, including the project scoping process and a scorecard for grading project priorities (p.12).



# The CIP Process - Summary

## Top Down

Many cities (Boston, Chicago, Eugene, Sacramento, Atlanta, Long Beach) initiate the CIP development process by **requesting departments to submit proposals for projects**. Almost all of these cities have their Office of Management and Budget (OMB) review the proposals, some bring in other departments for expertise.

## Middle Up

Other cities (New York, San Francisco, Seattle) **identify projects based on principles and guidelines**, while collaborating with various departments on implementation and for expertise. These cities usually rely on some combination of the OMB, Mayor's office, and city council to identify projects.

## Special Committee

Some cities (San Diego, Atlanta) **create specific committees or cabinets to oversee the CIP process**, gathering representatives and department staff together for CIP proposals to be submitted and considered.



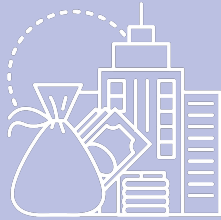
# How do cities include public input?

Some cities (Boston, San Francisco, Eugene, Sacramento) require a **city council vote on the CIP** and use this process as a public forum.

Others (New York, Seattle) utilize **existing departmental community outreach programs** as means for gaining community input on the CIP.

A few cities (San Diego, Pasadena) explicitly name **citizen-led commissions or councils** that they solicit feedback from on the CIP.

- San Diego has a Community Planners Committee (CPC) and city council policy that requires them to engage the community about public infrastructure investment.
- Pasadena has their city manager prepare the first draft of the CIP budget, but first it goes to their various citizen commissions (transportation, parks, planning, etc)



# Investments

→ What kind of investments are included in other cities' CIPs?



Image: Zocalo



Image: Metrolink

The most common assets listed include **buildings/public facilities, roadways, parks, transportation, and utilities.**

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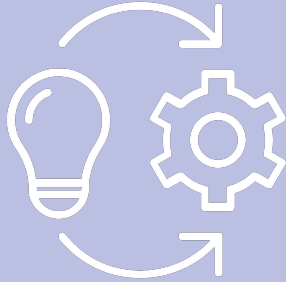




## Many cities include housing (New York, San Francisco, Atlanta)

- New York explicitly commits to investing in affordable housing guided by their Housing 2.0 plan
- San Francisco also talks about affordability: “when it comes to affordable housing, the asset the City “owns” is the affordability itself.”





# Implementation

→ How are other cities implementing their CIPs?





# Policy Tools

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**San Diego** has multiple council policies concerning the CIP process including one that outlines the CIP process as a budget process that requires distinct actions from City Council and the Mayor's office

- City council (along with the aforementioned CIPRAC) develops the CIP, recommends priority projects, and hands off to the mayor for implementation
- The mayor tracks projects, identifies funding, and updates project progress

**Long Beach** has a "Dig Once" policy (p. 4) that places a moratorium on excavations of right-of-way that have been developed in any way within the previous sixty months

- Prevents the issues that LA has with departments digging up fresh pavement



3.

What can a CIP do  
for Los Angeles?

*A CIP helps facilitate local jobs.*

*A CIP enables coordination.*

*A CIP helps implement the Mobility Plan.*

*A CIP prioritizes equity.*

*A CIP provides transparency.*

*A CIP helps distribute power.*

# *A CIP takes work.*

The reason a CIP has never been adopted in Los Angeles when cities like Long Beach, New York, Seattle, Boston, San Diego, and Chicago have one is because it takes work.

Once the city decides to do this, financial and operational experts will need to collaborate to untangle decades of processes, data, and tradition.

This won't be easy, but **it can be done.**

**Vibrant, cohesive neighborhoods  
are possible when community  
members know what is being  
planned for their neighborhood  
and how they can have an impact.**

Want to know more?

Kevin Liu  
[kevin@investinginplace.org](mailto:kevin@investinginplace.org)

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**Join us for our next workshop on  
12/01 @3pm  
Where we'll cover  
LA's budgeting process**

# Big Picture Discussion Questions

- What are some of LA's biggest infrastructure issues?
  - What are some of the root causes of these issues?
  - Why hasn't LA been able to address them?
- What are you envisioning for LA's infrastructure?
  - How do you think we should develop the CIP?
- Who do you know that needs to hear this presentation? Or, who do you know that could help build out the CIP with us? Is it you?