

FROM SCRAMBLE TO STRATEGY

HOW A CAPITAL INFRASTRUCTURE
PLAN CAN WORK FOR THE CITY OF
LOS ANGELES

March 6, 2025

INVESTING *in* PLACE

WHO WE ARE:

INVESTING *in* PLACE

An independent voice for LA's sidewalks and streets.

MISSION:

Leveraging public space to
improve quality of life.

HOW WE DO IT:

Conducting original research
Forming partnerships
Amplifying real-life stories
Embracing best practices

LA'S INFRASTRUCTURE CHALLENGES WITHOUT A CIP

- **Conflicting Priorities:** 15 council offices, the mayor, and agencies operate without alignment.
- **No Clear Policy Goals:** Infrastructure investments lack strategic direction.
- **Siloed Decision-Making:** No unified plan to coordinate efforts and resources.
- **Inefficient Budget Process:** A one-year cycle leads to constant, reactive decision-making.
- **Missed Opportunities:** Without a CIP, LA is less competitive for funding and investment.

WHAT IS A CIP?

A long-term, budgeted direction for investment and maintenance in public infrastructure.

1

Sets a Vision

A long-term approach to investing in city-owned infrastructure, including streets, sidewalks, parks, and other public assets.

2

Gets Specific

Lists specific projects: what, where, and when. Addresses maintenance.

3

Identifies Funding

Ties projects to funding sources and timelines. IDs unfunded needs.



Cities have a capital expenditure plan that includes major infrastructure projects

Top 25 U.S. Cities by Population

City	Capital Plan/Budget?
Austin	Yes
Boston	Yes
Charlotte	Yes
Chicago	Yes
Columbus	Yes
Dallas	Yes
Denver	Yes
Detroit	Yes
El Paso	Yes
Fort Worth	Yes
Houston	Yes
Indianapolis	Yes
Jacksonville	Yes
Los Angeles	No
Memphis	Yes
Nashville	Yes
New York	Yes
Philadelphia	Yes
Phoenix	Yes
San Antonio	Yes
San Diego	Yes
San Francisco	Yes
San Jose	Yes
Seattle	Yes
Washington DC	Yes

Top 10 Cities in California by Population

City	Capital Plan/Budget?
Los Angeles	No
San Diego	Yes
San Jose	Yes
San Francisco	Yes
Fresno	Yes
Sacramento	Yes
Long Beach	Yes
Oakland	Yes
Bakersfield	Yes
Anaheim	Yes

Top 10 Cities in Los Angeles County

City	Capital Plan/Budget?
Los Angeles	No
Long Beach	Yes
Glendale	Yes
Santa Clarita	Yes
Lancaster	Yes
Palmdale	Yes
Pomona	Yes
Torrance	Yes
Pasadena	Yes
El Monte	
Orange County	Yes

CTIEP LIMITATIONS VS CIP

CAPITAL AND TECHNOLOGY EXPENDITURE PLAN

- **Forecast, Not a Plan:** CTIEP makes funding assumptions without confirming them with departments or committing resources.
- **No Citywide Coordination:** Departments submit separate reports with inconsistent information, leading to fragmented decision-making.
- **Staffing Challenges:** Without a CIP, LA cannot align staffing with long-term infrastructure goals, leaving departments understaffed, especially for grant-funded projects.
- **CIP as a Solution:** A true capital plan aligns investments, policy priorities, and staffing resources, improving efficiency and long-term sustainability.

WHAT DO OTHER CITIES DO?

WE STUDIED 35+ U.S. CITIES

How are plans developed, and who leads them?

Is there a comprehensive asset inventory?

How is equity included in project prioritization?

Is the planning process accessible to the public?

EFFECTIVE CIPS

- **Articulate a Clear Vision:** Define measurable goals for the public right-of-way.
- **Engage & Coordinate Internally:** Align departments to streamline decision-making.
- **Elevate Community Input:** Establish clear roles for public involvement.
- **Use Clear Prioritization Metrics:** Ensure transparent project selection.
- **Know the Costs:** Assess asset conditions, improvement costs, and funding.

EFFECTIVE CIPS

- **Maintain an Updated Asset Inventory:** Track infrastructure conditions and needs.
- **Plan for Unfunded Needs:** Identify critical projects lacking resources.
- **Address Equity:** Ensure safe, accessible public spaces citywide.
- **Provide State of Good Repair:** Maintain existing infrastructure.
- **Support Resilience & Preparedness:** Plan for climate impacts and emergencies.
- **Strengthen Project Management:** Build capacity for effective delivery.

INVESTMENT + PROJECT DELIVERY: LONG BEACH

- **Sustained Local Funding:** City Sales Tax for Infrastructure – Prop A (2016; no sunset approved in 2020). Measure A Infrastructure Investment Plan.
- **ADA Upgrades:** 2019 ADA Transition Plan. Investments in bus stops and ADA ramps—addressing sidewalk lawsuit issues.
- **Transparency & Accountability:** Elevate 28 (5 year CIP) platform displays projects, funding sources, and council district breakdowns.
 - The paving program is guided by the City's CIP

INVESTMENT + PROJECT DELIVERY: LONG BEACH

General Capital Projects Fund Group
expenditures

From FY17 to FY24 over 250% increase

Source: City ACFR's; FY 24 unaudited, but unlikely to change

INTEGRATED CAPITAL & RESILIENCE PLANNING: ONE SF

- In 2005, Mayor Gavin Newsom and the Board of Supervisors mandated an annual 10-year capital expenditure plan for City-owned infrastructure, establishing the Capital Planning Committee (CPC) and Capital Planning Program.
- The City Administrator chairs CPC and includes key city leaders.
- **Office of Resilience & Capital Planning:** Created in 2016 by merging Capital Planning & Resilience offices.
- **Transparency & Oversight:**
 - Monthly committee meetings with publicly posted materials.
 - Community input role remains unclear.

KEY PROCESSES & PLANS: ONE SF

- Includes Housing, Economic Development, Health, Streets, Public Safety, Recreation, Transportation, etc.
- **Maintenance & Repair Funding:** Separate capital budget
- **Four Key Plans:**
 - 10-year CIP
 - 2-year State of Good Repair plan
 - 5-year Financial Plan (projects based on future revenue)
 - ESER G.O. Bond Program (seismic improvements)

OFFICIAL ROLE FOR COMMUNITY: MINNEAPOLIS

- 6-Year CIP: Updated annually
- Developed with input from citizen advisory committees & city departments
- 2024: CLIC reviewed 133 projects, recommending \$743M from \$935M in requests
- **CLIC raised concerns over infrastructure maintenance** & requested analysis on increasing bond funding without raising property taxes
- Separate CIP dedicated to park facilities and amenities.

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CLIC = 33 member Capital Long-Range Improvement Committee

PRIORITIZATION: OAKLAND

- A biennial (two-year) budget shaping long-term asset management.
- Directs investments in libraries, public safety, parks, transportation, and utilities.
- Result of Measure KK (voter-approved bond funding for transportation & infrastructure).

PRIORITIZATION: OAKLAND

- Equity is the top priority in Oakland's CIP project selection.
- The CIP Working Group (CIPWG) developed nine prioritization factors, with equity as the core lens.
- The Department of Race and Equity (DRE) ensures alignment with citywide racial equity goals.
- Street paving prioritization based on equity metrics.

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PASADENA
SANTA MONICA
SAN DIEGO
FRESNO
SACRAMENTO
SEATTLE
VANCOUVER
SAN ANTONIO
HOUSTON
BOSTON**

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NEEDED: CONSENSUS ON A MEASURABLE VISION

- A shared vision from the Mayor and City council ensures resources are aligned, staff have clear direction and priorities stay on track.
- **Goals must be measurable.** Infrastructure needs clear targets to track progress and impact.
- **Consensus unlocks action.** Without it, projects stall, and funding is fragmented.
- **Effective CIPs turn vision into reality**—policymakers need to set the direction and commit to making it happen.

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FROM VISION TO IMPLEMENTATION

USING WHAT WE KNOW

- Community engagement is ongoing, but LA doesn't need years of pre-CIP outreach—many existing plans already reflect public priorities.
- Extensive new meetings can lead to planning fatigue, especially when basic services remain unmet.
- Angelenos have invested time in past planning and community efforts—the focus should now be using that input for action and implementation.
- Solution: Use past input, ensure transparency, and engage communities in decision-making and accountability, not just more planning.

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