



LA'S FIRST STEPS

toward a plan that encompasses the
city's entire public right-of-way.

**In Los Angeles,
WHO does WHAT
and HOW**

to improve coordination and
create a comprehensive plan for
our city's right-of-way?

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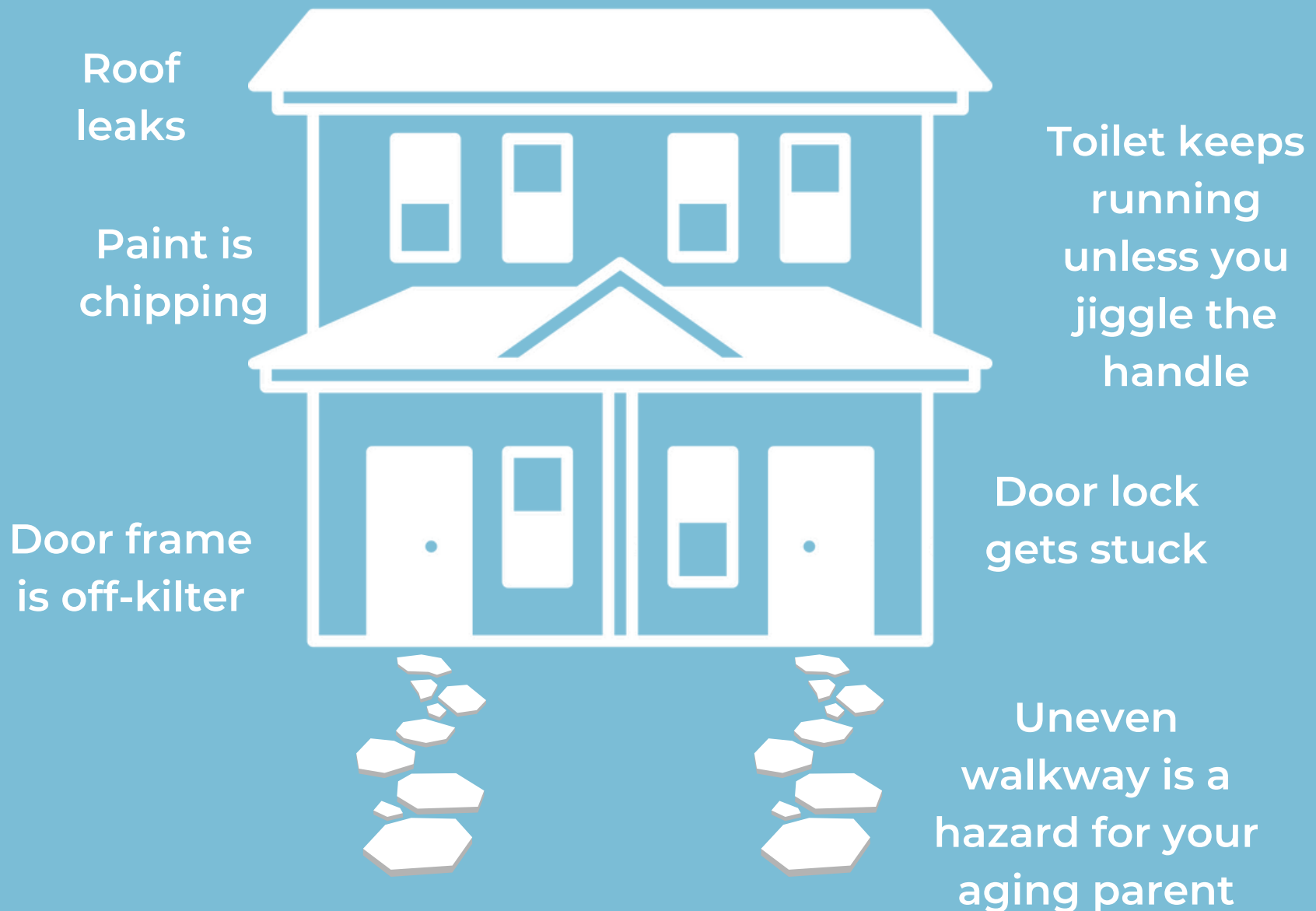
Where and how are key
decisions made?

First, some perspective.

Let's say your home needs
some work ...

Some needs are
obvious to your
landlord ...

... other needs are not
obvious unless they
ask you.



**Should your landlord
just start working on
things with:**



no plan

**no assessment of the
current state**

**no vision for the
outcome**

???

**We need the same
things for our city.**

**A city is MUCH more complicated
than our homes, but we still need
those same things to manage and
maintain our public right-of-way
in Los Angeles.**





This is why LA needs a Capital Infrastructure Plan

A long-term, unified direction for investment in our city's infrastructure, working toward a **vision** for the city **defined by those who live here**. A CIP serves as the city's plan for its major assets: it lists specific **projects and programs** along with expected **costs and timelines**. It encompasses **all sources of funding**.

**People think LA must
already have a CIP.**

But it doesn't.

Over the past 10 years there has been
a growing list of efforts to improve
capital planning, interdepartmental
coordination, and equity in the City
of LA's public right-of-way – and
that's great.

**Are they getting
the job done?**





There's no way to know.

There is no basis on which to judge progress.

- There's no overarching **vision** to compare it to.
- There is no **inventory** to know what we started with and where we are now.
- There's no **inclusive process** to know how progress compares with what people want and need.
- There's no unified definition of how to measure **equity** to help determine the value of our investments.
- There is no one **comprehensive** place to see ALL THE MONEY (local, regional, state, federal), all the programs, and all the projects.

a CIP would help

People

**Who manages LA's
public right-of-way?**

First, what do we mean by the right-of-way?

In Los Angeles ...

INVESTING *in* PLACE

**3.85 million
people**

2022 Census

**41,000
unhoused
people**

LAHSA 2022 Count

**7,500 miles of
roads**

2015 Mobility Plan

Out of 119 Metro bus
routes, 105 go through
the City of LA
Metro Transit Operations

**15 public
bathrooms**
*Bureau of Street Services Sidewalk &
Transit Amenities Program*

**61,500
intersections**
City of LA Open Data Hub

**223,000
street lights**
*Bureau of Street Lighting
Strategic Plan 2020*

**8,000 bus stops,
1,900 have shelters**
StreetsLA 2021 Strategic Plan

**700,000
street trees**
StreetsLA 2021 Strategic Plan

**9,000 - 11,000
miles of sidewalk**
*Repairing LA's Broken Sidewalk Strategy
2021, Ron Galperin, LA City Controller*

**10,000 street
vendors**
*Unfinished Business 2021
by UCLA and Public Counsel*

**21,475 marked
crosswalks**
2015 Mobility Plan

78,000 curb ramps
StreetsLA 2021 Strategic Plan

This is just some of what we're talking about.

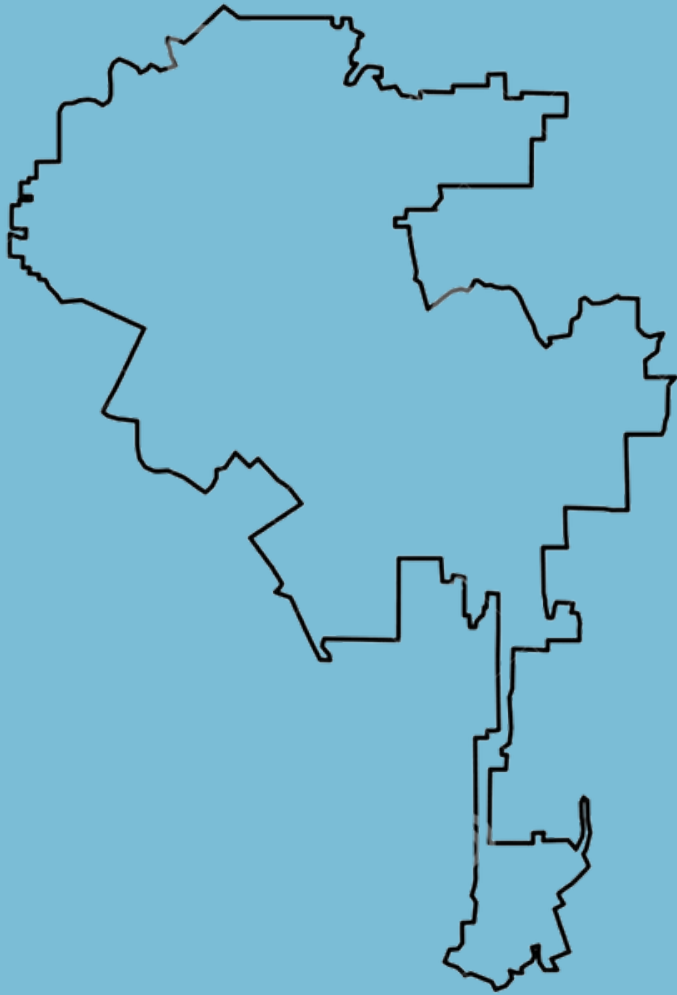
Who manages our public right-of-way?

1. Mayor's office
2. City Council
3. Chief Administrative Officer (CAO)
4. Chief Legislative Analyst (CLA)
5. Board of Public Works
6. Bureau of Engineering
7. Bureau of Contract Administration
8. Bureau of Sanitation
9. Bureau of Street Lighting
10. Bureau of Street Services
11. Dept. of Transportation

*Also important but
tabling for now*

12. Dept. of Water and Power
13. Dept. of Building and Safety
14. Dept. of General Services
15. City Planning
16. LAPD
17. LAFD
18. LA Metro
19. Private development
(including community
and non-profit orgs)

LA's Mayor



Karen Bass

The Mayor's office proposes the City's budget every year and has the power to appoint 14 people who have direct oversight and authority of public right-of way-funds: 5 Public Works Commissioners, 4 Metro Board members, 5 Public Works and Transportation department heads.

City Council

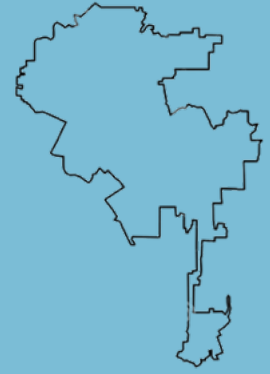
The City of LA is divided into 15 council districts. Each district is composed of multiple neighborhoods, and approximately 200,000-300,000 residents.

Each council district is represented by an elected official called a Councilmember. They vote on proposed laws and budgets for the entire city, and have informal influence over development, transportation, and many other types of City services and projects in their own districts.

From: LA 101 Guide to Government



Los Angeles City Councilmembers



1



6

Vacant
Special Election
April 23, 2023

11



2



7



12



3



8



13



4



9



14



5



10



15



1. Eunisses Hernandez

2. Paul Krekorian

3. Bob Blumenfield

4. Nithya Raman

5. Katy Yaroslavsky

6. Vacant

7. Monica Rodriguez

8. Marqueece Harris-Dawson

9. Curren D. Price, Jr.

10. Heather Hutt

11. Traci Park

12. John Lee

13. Hugo Soto-Martinez

14. Kevin de León

15. Tim McOsker



**Matthew W.
Szabo**
CAO

Office of the Chief Administrative Officer (CAO)

The CAO is the financial advisor to the Mayor and City Council and is the only appointed City officer to report both to the Mayor AND City Council.

The CAO assists the Mayor and Council in the preparation of the City budget, and plans and directs the administration of the budget.



Sharon Tso
CLA

Office of the Chief Legislative Analyst (CLA)

The office of the CLA helps the City Council develop legislative programs, analyzes budgets on behalf of the Council, and provides research on legislative matters.

Board of Public Works Commissioners

				
Aura Garcia President	Teresa Villegas Vice President	Mike Davis President Pro Tempore	Vahid Khorsand Commissioner	Susana Reyes Commissioner
Lead: Street Services Backup: Street Lighting	Lead: Engineering Backup: Sanitation	Lead: Contract Administration Backup: Street Services	Lead: Street Lighting Backup: Engineering	Lead: Sanitation Backup: Contract Administration

*As of January 2023,
These Commissioners were appointed by former
Mayor Eric Garcetti, and are subject to change
with Mayor Bass forthcoming appointments.

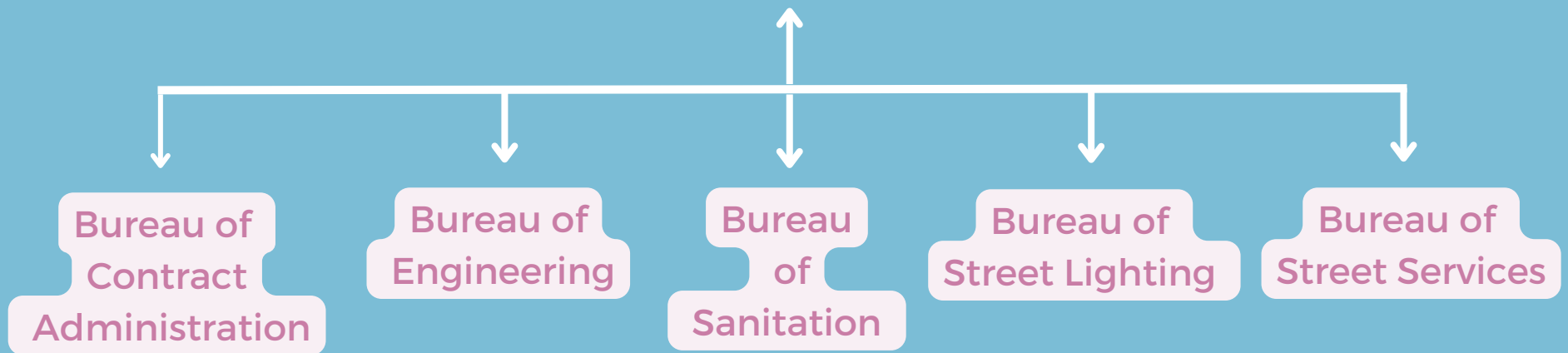
Department of Public Works

Governed by the board

Reports to the Mayor and City Council

Board of Public Works

(see previous page)



Responsible for public projects ranging from maintenance of streets, bus stops, access ramps, sidewalks, sewers, streetlights and street trees. PLUS:

- the street vendor program
- bridges
- wastewater treatment plants
- libraries
- curbside collection
- graffiti removal

**5,500
Employees**

“With an overall adopted budget of \$611,875,743, across its 5 Bureaus and Board Offices. The budget is supplemented by fees, assessments and state and federal grants.”
2017 FUSE Report

Department of Transportation (LADOT)

LADOT leads transportation planning, project delivery, and operations in the City of Los Angeles. LADOT reports to the Mayor and City Council (through the Transportation Committee) and to citizen commissions (Transportation and Taxi Commissions).

1,300+ civil servants

including

600 traffic officers

LADOT manages 52 services:

traffic planning and review
parking and signs
traffic lights
parking meters
tree trimming
ATSAC traffic control boxes and sensors
signs

bike racks and lanes
walk signals
striping
traffic officers
taxi/carshare
crosswalks
DASH
and more

“DOT has an adopted budget of \$160,165,036. The budget is supplemented by fees, state and federal grants.”

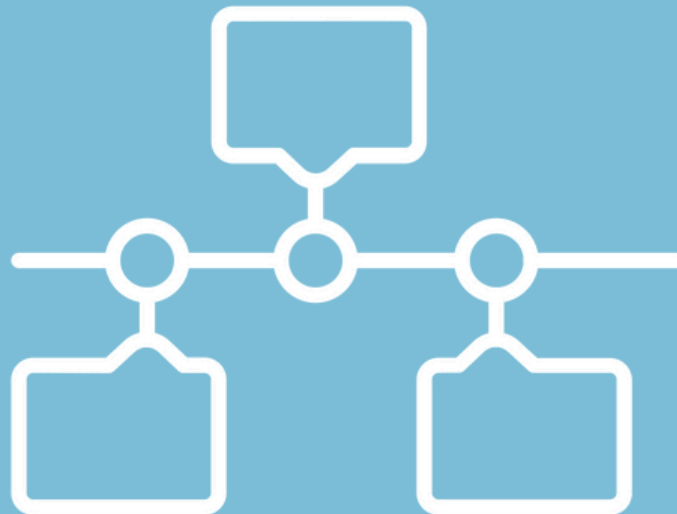
2017 FUSE Report

Policies

What has been done so far?

Progress So Far...

A TIMELINE



First Steps



2008

Lost some transparency

The CAO stopped publishing two documents related to capital improvement. Why? So far we haven't been able to understand that. Our best guess is the recession.

2011

A move toward coordination

Council and mayor establish the Street and Transportation Projects Oversight Committee (STPOC) to ensure that street and transportation projects are delivered in a timely manner. Critique on STPOC from Alequresh in 2017 FUSE report: "While this committee brings together employees to share progress and challenges to projects, there is no equivalent planning meeting from which the project list originates."

2013

An admission that we need a CIP

Councilmembers Paul Krekorian and Bob Blumenfield introduce a motion "that the Council instruct the CAO, with the assistance of any other relevant City Departments, to **create a comprehensive Capital Infrastructure Strategic Plan.**"

Now we're talkin' ... but, where is it?

First Steps



2015

Starting to declare a vision

City Council approves the planning department's **Mobility Plan 2035**, "the policy foundation for achieving a transportation system that balances the needs of all road users." BUT ... it does not identify funding, projects, or a prioritization plan.

2017

A reality check

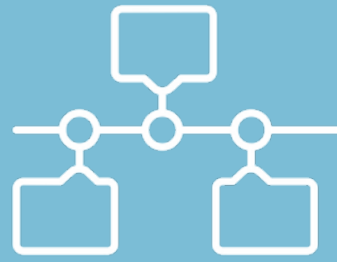
FUSE research fellow, Laila Alequresh, working in the Chief Administrative Office (CAO), released the report: Evaluation of the State of Street Infrastructure Programs in Los Angeles. Among other conclusions, the report documents the **need for an asset inventory and for a comprehensive plan**.

2019

Still not enough detail or accountability

City Council approves the LADOT Mobility Investment Program (MIP). While promising to be a single department project list, **it's not clear how it improves coordination with other agencies working in the public right-of-way** (e.g. sidewalks, access ramps, street trees, bus shelters, public bathrooms- all managed under the Department of Public Works).

First Steps



2020

Visions for sustainability and social equity

Mayor Garcetti issues Executive Directive 25: **L.A.'s Green New Deal**.

The Mayor's Office designated **social equity** as a funding priority.

City Council and Mayor **increased the minimum investment** target of General Fund revenues for capital and infrastructure improvements **from 1% to 1.5%**.

Controller's **Equity Index** is released.

2021

Some progress

Council motion to develop a plan for a City Capital Infrastructure Program to **address equity**.

The Board of Public Works approves the **Public Right-of-Way Protocols**, which formally establishes safety, climate action, and equity as guiding principles for work in the public right-of-way.

The City restarts the Capital and Technology Expenditure Plan (CTIEP) and **publishes its first expenditure plan since 2008**.

The CAO recommends creating a new division: Equity, Performance Management and Innovation.

First Steps



2022

Momentum continues, but still not quite enough

Effort led by the Bureau of Engineering (BOE) to develop **guidelines for equity** in infrastructure.

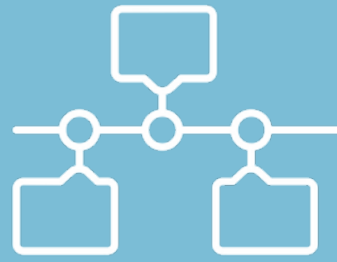
The Board of Public Works approves a plan to **improve coordination** among City departments that work in the public right-of-way.

The **Healthy Streets L.A. Ballot Initiative is certified** by the City Clerk, and City Council unanimously votes to put it to voters in a special election in March 5, 2024.

Report back from the Chief Legislative Analyst (CLA) on the Mobility Plan.

The staff from the division of Equity in the Chief Administrative Office presented to the Budget and Finance Committee on **Equity Prioritization** within the City's Capital and Technology Improvement Expenditure Program (CTIEP). No consensus yet.

First Steps



2022 An admission that we need direction, a vision, and a plan

From the Budget and Finance Committee meeting mentioned in the previous item (time 1:14:22):

Council President Krekorian:

"We've given them very little guidance in what we want to see come out of this. And the other part of that, we're just talking about CTIEP here, when there are many different sources of city investments in physical infrastructure. There are all sorts of other things that may or may not be included in the CTIEP," "I'm not very satisfied with where we are now, but I put the blame on us rather than the CAO's office.

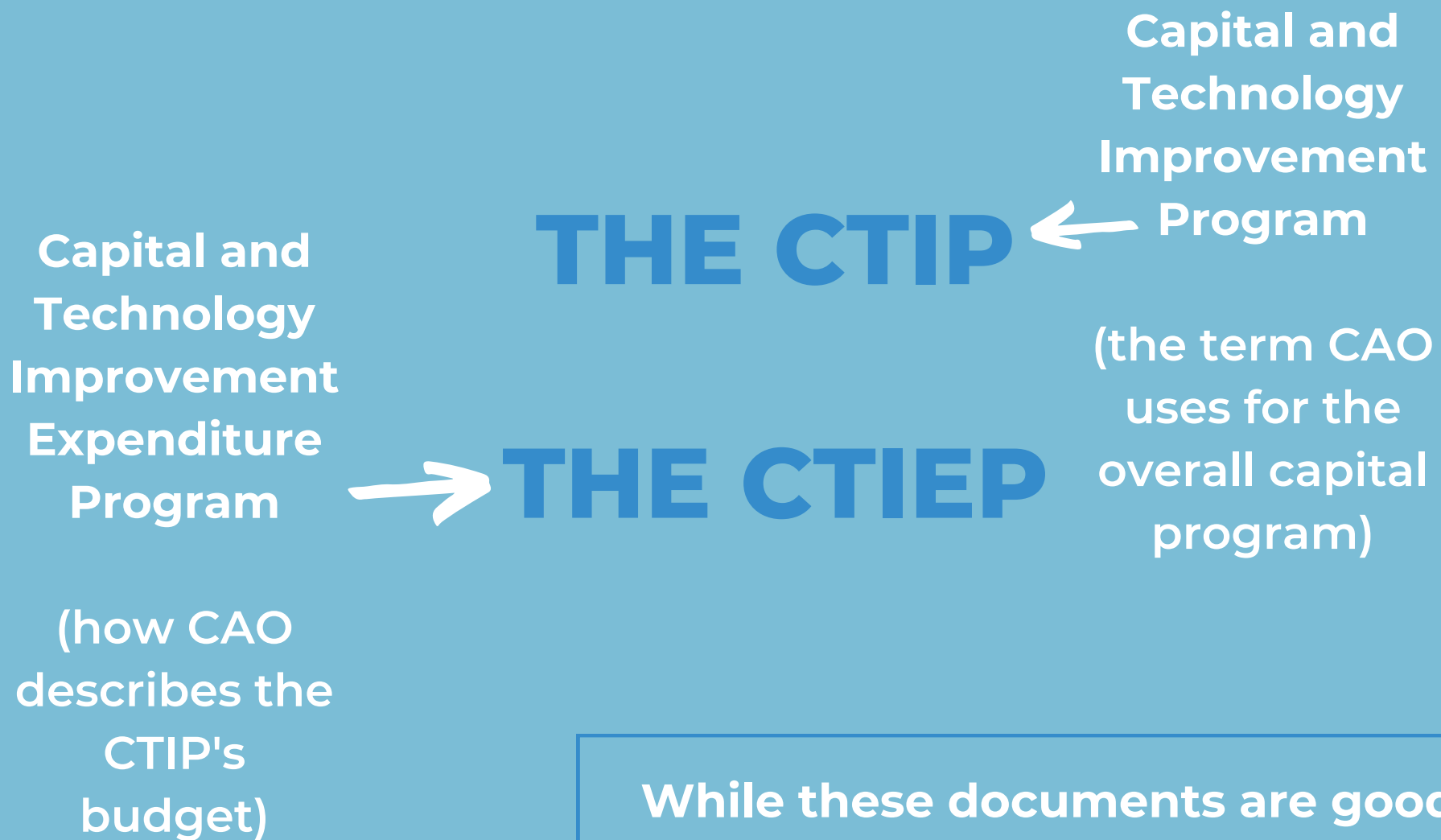
We have more policymaking to do to determine what we want our outcomes to be. What we want the direction of our investments to be."

2023 Onward!

See the next section for our next steps.

The documents most often confused with a CIP

(Gee, wonder why ...)



While these documents are good starts, **they don't offer a complete picture of need or available funding**, and they're not based on an adopted vision of outcomes.

Processes

**Where and how are key
decisions made?**

Key Council Committees

These are the committees where key decisions regarding the public right-of-way happen. These are the ones to track. There are more, but these are critical.



Budget and Finance Committee



Bob
Blumenfield,
Chair



Curren D.
Price , Jr.



Katy
Yaroslavy



Tim
McOsker

Public Works Committee



John Lee,
Chair



Bob
Blumenfield



Nithya
Raman

Transportation Committee



Heather Hutt,
Chair



Traci
Park



Eunisses
Hernandez



Nithya
Raman



Katy
Yaroslavy

Board of Public Works Commissioners

Yes, we mentioned them previously. That's how important they are. Five city residents are appointed by the Mayor and confirmed by the City Council.



Aura
Garcia
President



Teresa
Villegas
Vice
President



Mike Davis
President
Pro
Tempore



Vahid
Khorsand
Commissioner



Susana
Reyes
Commissioner

The Board of Public Works is the City's **only full-time oversight and policy-making commission**. The Board is responsible for the strategic management of the construction, renovation, and operation of the City's infrastructure, as well as the delivery of public safety and environmental programs.

Important Players



There's power and influence in how things are funded and how legislation is written.



**Matthew W.
Szabo**
CAO

Office of the Chief Administrative Officer (CAO)

The CAO assists the Mayor and Council in the preparation of the City **budget**, and plans and directs the administration of the budget.

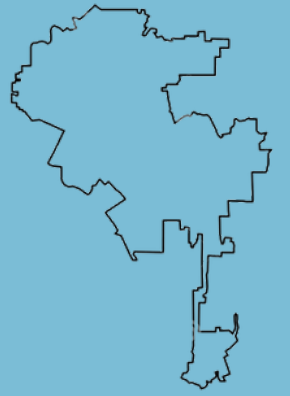


Sharon Tso
CLA

Office of the Chief Legislative Analyst (CLA)

The office of the CLA is a **key advisor to all members of the City Council**, advising them on legislation, budgeting, policy and more.

Important Players



These individuals play a key role in how legislation is implemented and in providing crucial transparency regarding funding decisions and tradeoffs.

City Attorney



Hydee
Feldstein Soto

The City Attorney **drafts ordinances** (e.g., **Healthy Streets**) and advises the City on implementing legislation. The City Attorney is the City's lawyer – advising and representing all parts of City Government.

City Controller

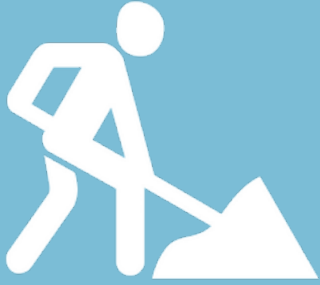
The City Controller is the auditor for all city departments and functions. They can issue audits and **provide data that give transparency and recommendations for change**. For example, the **2021 audit on the City's sidewalk program** by then-Controller Ron Galperin.



Kenneth Mejia

**Now
What?**

**Where do we go
from here?**



LA Still Needs ...

An inventory of assets.

We can't plan if we don't know what we've got.

A unified, City-wide definition of equity.

We can't have a prioritization process that centers equity if we don't agree on what it means.

A comprehensive, budgeted plan guided by a vision and informed by the people who live here.

Otherwise, we have no way to measure progress.

Next Steps

Investing in Place is working on an inventory of LA's public right-of-way. This will be the subject of our next workshop, in the Spring.

What LA Needs

Vision
Inventory
Inclusive process
Equity
Comprehensive plan

In progress.
Work with us.

-> Help us with the inventory
-> Invite us to speak to your org
-> Connect us with your experts





About Investing in Place

We equip people to advocate for investments that strengthen their communities. We are focused on making LA's public right-of-way infrastructure useful for every Angeleno.

You can make your neighborhood:

Welcoming

full of life and
connection

Accessible

so everyone can
get around

Inspired

by those who
live there