

City of
Los Angeles
Department of
Transportation
(LADOT)

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GROUP
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Comprehensive Management Review: Final Report

April 26, 2012

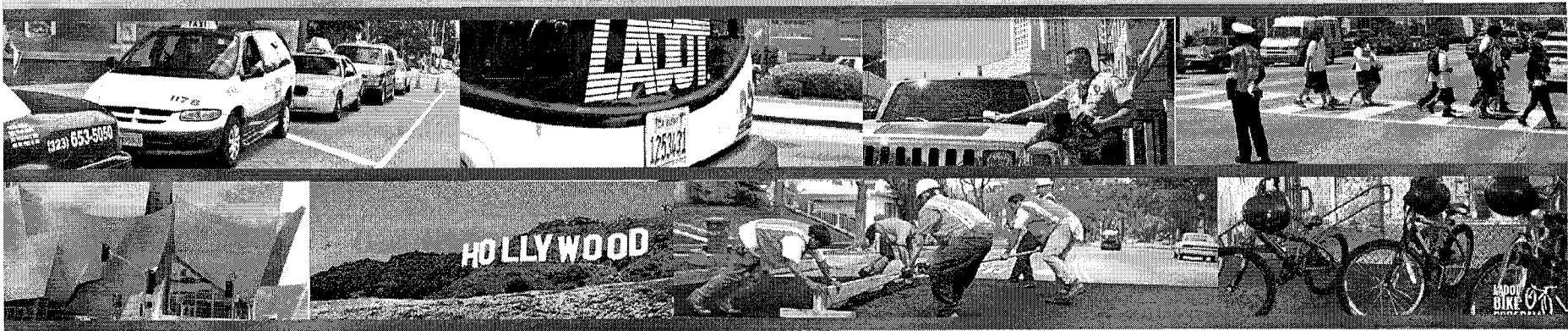


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April 26, 2012

Controller Wendy Greuel
City Controller's Office
City of Los Angeles
200 N. Main Street, 3rd Floor
Los Angeles, CA 90012

Re: Comprehensive Management Review of the Los Angeles Department of Transportation (LADOT)

Dear Controller Greuel:

KH Consulting Group (KH) would like to thank the Office of the Controller and the Los Angeles Department of Transportation (LADOT) for taking an alternative approach to traditional management audits with our proposed change management initiative. KH worked extensively with LADOT executives and management to define Departmental challenges and transportation issues, identify options, and develop solutions to implement.

As highlighted in the Executive Summary in Chapter I, LADOT's problems are deep-rooted, thus, requiring a strong commitment to change. Moreover, LADOT plays a critical role in making Los Angeles an easier place to get around, therefore, making the need for change even more critical. During the course of the Management Review, KH involved many stakeholders in helping to identify needed changes; KH:

- Interviewed more than 40 LADOT staff and 22 external stakeholders
- Surveyed 919 LADOT employees
- Involved more than 80 LADOT employees in 7 Action Planning Teams (APTs), and developed 26 Action Plans that cluster around 6 areas for improving LADOT

This kind of involvement is important for building leadership commitment to needed changes, stimulating strategic thinking and problem-solving, and incorporating best practices that will result in the best and enduring outcomes.



As part of this process, KH identified some of LADOT's strengths:

- Its ability to obtain special funds (e.g., Measure R, Proposition C, and ARRA) in excess of \$500 million, a significant amount on a General Fund budget of \$130 million
- ATSAC transportation technology
- High-technology parking initiatives
- Participation in the Mayor's GREEN LA initiative, especially as it relates to ATSAC and bicycle-friendly infrastructure
- Expeditious enhancements to operations and administrative functions through the Business Solutions Group
- Logistics planning and execution of Emergency Response & Special Traffic Operations during dignitary visits, special events, First Amendment venues, unusual movement of goods, and "Car-mageddon"
- Similarly, the ability to reroute traffic effectively during major construction activities

Probably the most significant strength, however, was LADOT's receptivity to embrace the need for change and explore new ways of working collaboratively with each other and with their external agency partners. KH believes that today's Department leadership is committed to implementing the Action Plans and recommended organizational structure in this Comprehensive Management Review: Final Report. Its General Manager has already approved the implementation of most of the recommendations in concept. Moreover, some Action Plans were completed during the course of the Management Review. Such actions are all good signs that positive change at LADOT is possible and has already begun.

If you have any questions, please do not hesitate to contact us. On behalf of the other KH team members – Bob Schilling, Charlotte Maure, Heather Sims Silva, Jeffrey Hartsough, and Yvonne Nguyen – we've enjoyed working with your audit staff and LADOT during this Management Review.

Sincerely,

Gayla Kraetsch Hartsough, Ph.D.
President

KH

City of
Los Angeles
Department of
Transportation
(LADOT)

Comprehensive Management Review

I – Executive Summary



I – Executive Summary

Background and Objectives

The Los Angeles City Controller engaged KH Consulting Group (KH) to conduct a Comprehensive Management Review of the Los Angeles Department of Transportation (LADOT). This report presents the results of that review.

LADOT was formed by municipal ordinance in 1979. It consolidated a broad range of transportation-related functions into a single agency, including traffic engineering, traffic signal design and maintenance, and street signage. Parking enforcement and traffic control were transferred to LADOT in 1984 from the Los Angeles Police Department (LAPD). Since then, LADOT has evolved and increased its services to respond to the growing needs of the City and its residents and visitors.

In recent years, there have been high levels of turnover at the General Manager level at LADOT. In 2011, audits and investigations by the City Controller raised concern regarding potential systemic weaknesses at the Department. Subsequently, the Mayor asked the Controller to commission an independent Management Review of LADOT, to recommend changes to improve performance and accountability. The objectives of the Management Review were to:

1. Assess LADOT’s management systems, policies, procedures, and practices at all levels of the organization, including all major programs
2. Determine if the current organizational structure supports the efficient and effective management of LADOT operations, including effective internal communications and reporting protocol, delegation of authority, and effective use of resources
3. Determine the adequacy and effectiveness of LADOT’s human resources function, including supervisory practices and disciplinary actions
4. Assess the adequacy of LADOT’s record-keeping practices and sufficiency of information systems to provide complete and accurate data to support its operations
5. Assess the effectiveness of contract management functions, as well as project management, to ensure the City receives maximum value and expected results
6. Assess the effectiveness of LADOT’s external communications with both elected officials and the public, regarding LADOT’s operations and business approach
7. Evaluate how LADOT plans, manages, and uses Special Purpose Funds under its control



Scope and Methodology

This review was conducted by applying a different approach than a traditional performance audit. While an initial Phase I identified the key areas that needed improvement, the primary focus of Phase II involved KH working closely with LADOT executives and management to understand the challenges, identify options, and develop solutions for those key areas.

During the review, KH reviewed various documents and interviewed more than 40 LADOT staff and 22 external stakeholders. KH also designed a survey on LADOT's work culture, work activities, and needed changes. In total, 919 LADOT employees took the KH survey, a high response rate since two-thirds of the employees lack easy access to computers.

This Review also recommends a new organizational structure for LADOT that supports the new strategy.

Review Results

During the Management Review, KH identified both strengths and opportunities for improvement. The key issues, which represent areas most needing improvement, include:

- The Department needs to develop a comprehensive strategy and vision to guide its activities, and add to that a clear set of values that govern the conduct of everyone who works there.
- LADOT lacks a long-term transportation strategic plan on how it will address the City's transportation challenges.

- It needs to organize itself to carry out that strategy and strategic plan. The current structure has been in place for a long time and, given staff reductions, is not efficient or strategic.
- Its administrative systems need to be modernized and aligned so that they support the initiatives of Departmental leaders.
- Personnel Services should become more of a human resources function positioned to address such people management issues as absence control and back-to-work initiatives, discipline and grievances, training and development, and human resources information systems.
- Operations staff members need to be trained, supervised, and managed in a consistent, fair, and respectful manner. Management must enforce the expectations of a proficient and professional work force.
- The engineering cadre needs to be given the focus and energy to build on its enviable accomplishments in increasing mobility in the City of Los Angeles through better project management capabilities.
- LADOT managers need basic management tools, including performance metrics, contract administration, budgeting and financial reporting, completed staff work, and careful management of special funds.

KH

- Traffic and parking operations need to continue to focus on the work culture and morale. In addition, it should address how best to manage its work force, including the use of special assignments, and alternative means for maintaining tight controls on revenue collection and accounting.
- LADOT should continue to leverage its technology and ability to develop innovative, non-technical solutions to improve its processes.

The following summarizes the Review’s recommendations that correspond to these key issues, including the overall strategy, Action Plans, and organizational structure for LADOT.

Strategy

LADOT should adopt formal vision and mission statements and define its values. KH worked with LADOT leadership to develop its vision, mission, and values, which the General Manager approved and presented on February 27, 2012.

Vision. Los Angeles will have a world-class transportation system that supports a high quality of life in an urban environment with continued economic prosperity for the region

Mission. LADOT is a leader in the planning, design, construction, and operations of transportation systems in the City of Los Angeles... and partners with sister agencies to improve transportation service and infrastructure in the city and the region.

Motto. LADOT has a motto and a new logo that is displayed on its DASH buses and at other locations: *“Moving Los Angeles Forward”*.

Values. The developed L.A.D.O.T. values entail:

Leadership Accountability Delivery¹ Openness Teamwork

LADOT should emphasize the importance of values in its work culture. LADOT leadership and managers should reinforce these values with their staff, promote them within LADOT, and emulate them in their work with each other and stakeholders.

LADOT management should define its transportation planning principles that will enable the City to achieve the vision. KH worked with LADOT executives to develop a series of transportation principles that will guide them and their employees in setting policies, making decisions, advising elected officials, collaborating with other government agencies, and working with communities and other external stakeholders. Each principle takes into account the areas where LADOT can directly affect the outcome, and areas where it can either influence or provide indirect support. Proposed planning principles include:

- A world class city with diverse, accessible, and integrated transportation options
- Integrated transportation policies that emphasize mobility and safety
- Adoption of advanced and “smart” technologies
- Cutting edge parking systems
- Education programs to change attitudes and behaviors about public transportation, biking, and walking
- Actively seeking funding for needed improvements

¹ Delivery of projects, programs, and services



- Collaborating with sister agencies in the region and State, and actively seeking public-private partnerships
- Pursuing environmental protection gains through “green” transportation alternatives and intelligent land use
- Serving as a national leader in transportation innovation

Chapter III contains more information on LADOT’s vision, mission, and values and proposed transportation principles.

Action Plan Recommendations

Based on the identified key areas needing improvement, KH worked with LADOT leadership to form seven Action Planning Teams (APTs) comprised of LADOT employees, each facilitated by a KH team member. The topics addressed by each APT included those where Action Plans needed to be developed. Each APT met 5 to 9 times between October 2011 and February 2012 to identify and develop specific Action Plan steps to address the issues. In late February 2012, each APT formally presented their Action Plans to the Executive team for consideration and approval.

The APTs developed 26 Action Plans that cluster around 6 areas for improving LADOT, as summarized next and outlined in Exhibit I-1. Chapter IV contains the detailed Action Plans, while Chapter VI presents the Implementation Plan.

KH worked with LADOT management to rank, prioritize and establish timelines for implementing the Action Plan recommendations. Many of these are now in progress, while all should be implemented within the next two years.

A – Advanced Planning (AP)

LADOT should have a formal organizational unit focused on innovative transportation policies and legislative initiatives that are then reflected in transportation strategic plans with 5- and 20-year horizons. These policies and plans should help define LADOT’s capital project and grant priorities, as well as effective initiatives to improve safety and reduce traffic risks. Development of the plans requires improved LADOT capabilities in modeling and GIS.

LADOT should also become better in collaborating with its various stakeholders – elected officials, other City Departments, CalTrans, Metropolitan Transit Authority (MTA), Metrolink, SCAG, and our communities – in developing policies and plans. As such, the City has a number of current initiatives that LADOT should actively assist in their success, including the update of the Mobility Element in the General Plan with the Department of City Planning (LADCP) and Development Reform through the Office of the Mayor.

B – Human Resources (HR)

LADOT should develop the infrastructure necessary for supervisors to better manage and develop the organization’s people by providing supervisory training, tools to enable routine supervisor/employee feedback, methods to ensure consistent progressive discipline and responses to grievances, and better record-keeping. In addition, LADOT Personnel Services should be renamed Human Resources (HR), as part of its efforts to expand the services offered to the Department beyond the standard processing of personnel transactions, including proactively addressing productivity, organizational change, and staff development. As part of this collaboration within the organization, the Executive Officers



should each appoint an individual within their units to work with HR to identify specific HR issues, provide insight into needed training and guidance, and monitor other HR issues important to the Executive Officers.

C – Management Tools (MT)

LADOT should embark on a three-pronged effort to improve its management performance.

First, LADOT managers should be working to change the Department’s culture with greater emphasis on taking individual and collective responsibility to lead others in achieving Section, Divisional, and Executive goals.

Second, LADOT should be putting its fiscal house in better order: clarifying responsibility for and simplifying revenue collections; increasing the use of budget development, grants planning, and budget performance management to improve delivery on projects and programs; and streamlining and improving the process for contract awards.

Finally, LADOT should be strengthening its capacity to measure Departmental, Executive, Divisional, and Sectional performance to accomplish two goals:

1. Provide data for evidence-based management, ensuring that operational, financial, and people-management targets are met

2. Telling a data-based story to stakeholders, emphasizing LADOT’s effectiveness and efficiency in living up to its values as it provides regional leadership in transportation improvement projects

D – Project Management (PM)

LADOT is putting in place a new project delivery structure and process as part of its reorganization. It has also adopted and is implementing project management technology. Training programs in project management are to be developed and should be launched in the near future.

E – Innovation and Technology (IT)

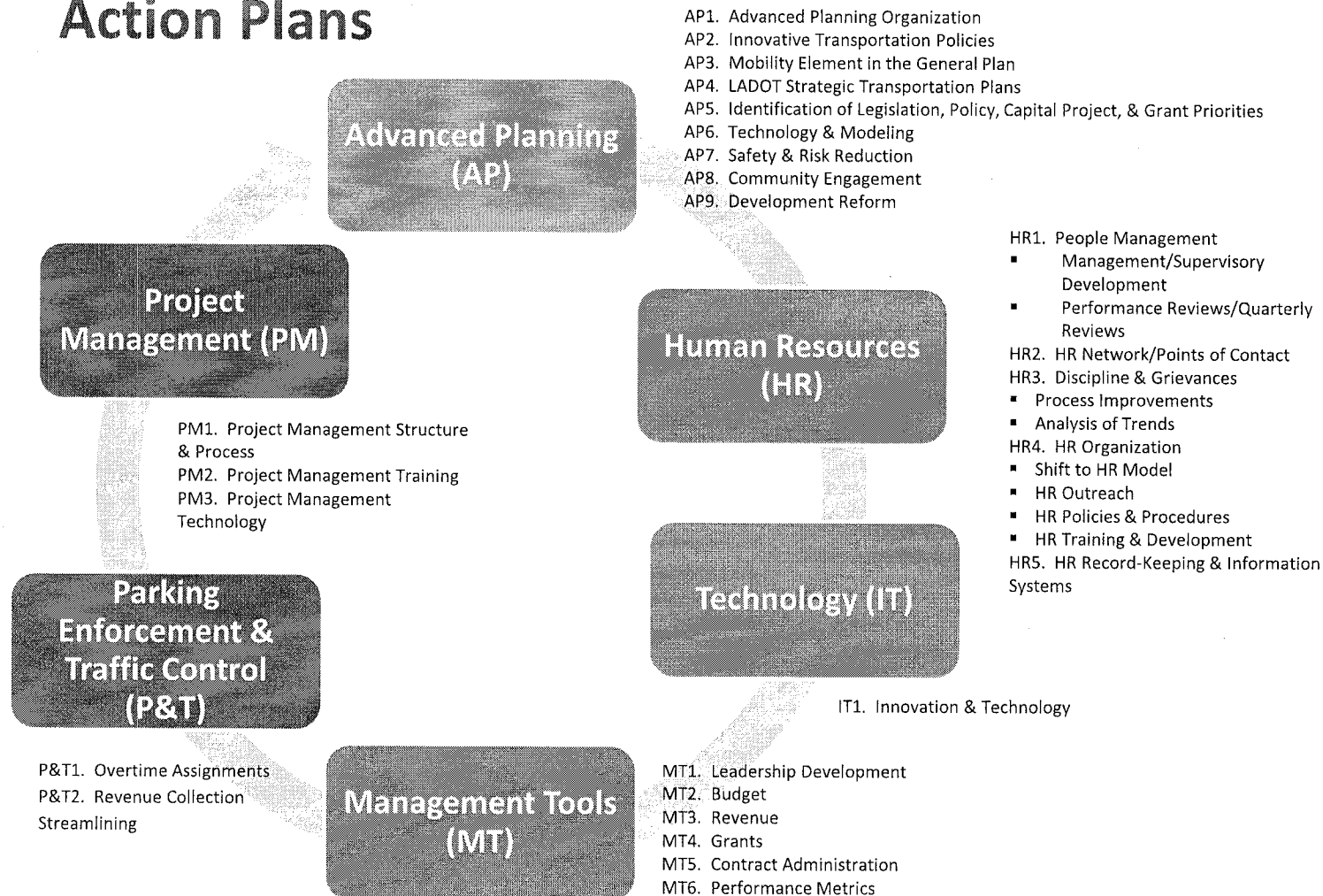
LADOT should create a culture that encourages innovation by establishing an Innovation Committee to encourage, support, and publicize improvements in business processes – involving both technological and non-technological solutions. Existing initiatives should not be affected.

F – Parking Enforcement & Traffic Control

Traffic Enforcement overtime assignment practices should be changed to make the distribution of overtime more transparent, fair, and equitable. Meter revenue collection should be fully contracted out, including coin room operations.

Transforming Transportation: Action Plans

EXHIBIT I-1





Organizational Structure

At the onset of the Management Review, the Department's organization reflected the serial changes in leadership and the budget cuts it has suffered in the past few years. The General Manager had numerous direct reports compared to other City departments. The Department also had numerous levels of management and supervision that resulted in negative consequences. Moreover, the organizational hierarchy was not consistent; organizational levels were not easily identifiable; and differences in responsibilities between levels were not clearly defined.

- **Management focus.** LADOT has a management cadre that has been promoted because of their technical expertise with little management development to enable them to understand their expanded responsibilities in managing people, planning work, coaching and development of staff, resolving performance issues before they become disciplinary actions, etc. Essential managerial positions remained vacant with no anticipated timeline for replacements.
- **Resource allocation.** During the Management Review, a key goal of restructuring has been to organize LADOT to function as effectively as possible with the resources it currently has. The reallocation of resources should occur where they are most likely to produce significant returns.

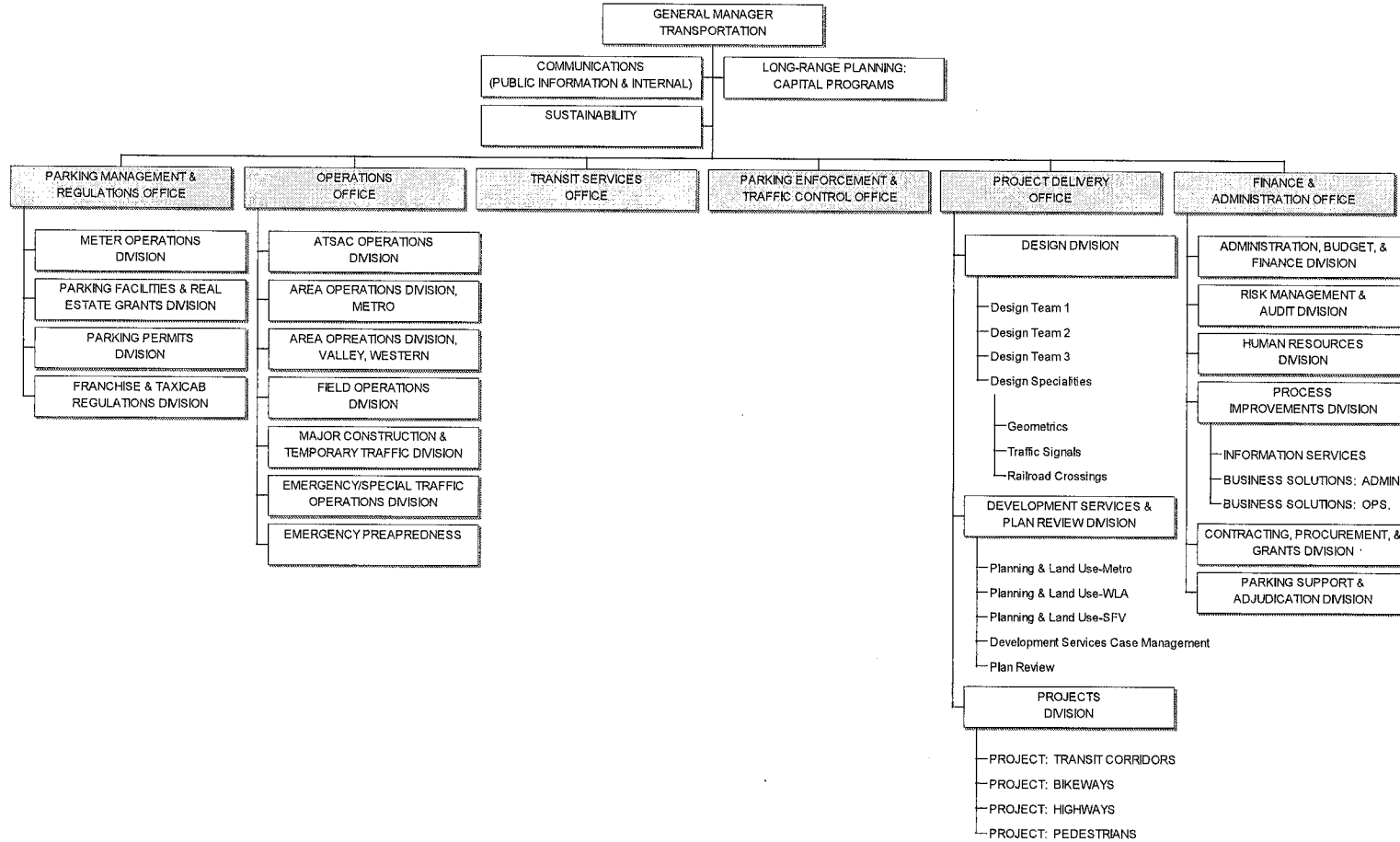
- **Administrative support.** As budget reductions have stripped LADOT of administrative staff, there has been a gradual transfer of administrative functions to professional and technical positions. This can seriously reduce productivity, as engineers and managers are typically not cost-effective options to administrative workers. Similarly, when professionals are diverted from their primary work by pressing administrative needs, their professional roles suffer – especially the leadership and development that is important to long-term excellence.

LADOT managers have not focused on their respective organizational structures, spans of control, delegated decision-making authorities, career paths for employees, job rotations for strengthening employees' skill sets, and other organizational development aspects. Therefore, LADOT should adopt organizational principles and train managers in the concepts behind these principles so they can apply them to their respective organizations.

KH developed organization structure recommendations, and proposed a new structure for management's consideration, displayed in Exhibit I-2. Chapter IV expands on the proposed organizational changes in more detail.

EXHIBIT I-2

Recommended LADOT Structure, Executive Offices and Divisions





Additional Considerations

In addition to KH's recommendations for immediate action, there are two long-term considerations that LADOT should include in its plans for future initiatives, once the City's financial crisis subsides.

LADOT should consider a formal designee focused on inter-governmental relationships, particularly with City Council Offices.

In addition, ***LADOT should develop and implement a facility strategy linked to its organizational strategy***, involving greater co-location of synergistic services, such as 1) Development Services and Area Operations Divisions, and 2) facility enhancements to buildings in distress, such as some of the facilities in Traffic Control & Parking Enforcement.

Finally, some issues arose during this Review that are worthy of mention, although they fell outside of the scope of work for the Management Review. These are described in more detail in Chapter IV, and include the following.

LADOT Executive Management should plan for a smooth transition to the new structure and ensure critical positions are adequately covered in the new structure. LADOT has to be careful in managing organizational transitions to ensure that the priority work is addressed. With the organizational downsizing during the last couple of years, there are remnants of "ghost work" – projects and paperwork left unfinished by a departing worker that haunt former work colleagues. Transition to the new structure may require some positions be reclassified.

KH's focus and work scope has been on what the internal structure of LADOT should be. During KH's interviews with external stakeholders, however, a number of individuals identified potential "efficiencies" if certain departments were consolidated or functions were re-allocated across the City.

LADOT is a large department by most governmental agency standards and should remain a Department given its critical role in the City. Although its General Fund reflects a budget of \$103 million, its actual budget working capital is in excess of \$500 million, given its special funds and associated benefits and retirement costs. This actual budget is similar to other large transportation agencies, such as MTA. Properly organized and effectively managed, LADOT will be an important contributor to the delivery of transportation services in Los Angeles and a collaborator with other transportation agencies, such as MTA, CalTrans, and SCAG.

At an appropriate time, the City might explore the benefits of integrating transportation, street maintenance and street lighting responsibilities into a Department of Transportation & Streets. This integration would result in an agency with comprehensive responsibility for the condition and effectiveness of Los Angeles City streets, similar to New York City and Chicago. This option is particularly important to consider whenever the City is considering various organizational alternatives.



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Comprehensive Management Review

II – Project Overview

II – Project Overview

The City of Los Angeles Office of the Controller (Controller) engaged KH Consulting Group (KH) to conduct a Comprehensive Management Review of the Los Angeles Department of Transportation (LADOT).

LADOT History¹

The history of the Los Angeles Department of Transportation (LADOT) can be traced back to the end of World War I. The automobile was transitioning from a novelty to a necessity, and Los Angeles experienced the most rapid population increase of any major city. Nowhere were the impacts of the automobile more intensely felt than in Downtown Los Angeles. Immediate innovation and creative solutions were needed, prompting 45-minute parking restrictions in 1919, followed by experimental traffic signals in 1920.

During the 1920s, the City adopted a Major Traffic Plan and the first simplified Traffic Code anywhere in the nation. At that time, there was no single City agency to handle traffic problems. Ralph T. Dorsey, a traffic engineering pioneer and long-time city resident, headed the Bureau of Street Traffic Engineering – a traffic management organization – formed as a unit of the City’s Police Department in June 1930.

The Department of Traffic Engineering was created in 1949 to address post-World War II traffic growth on a more professional and programmatic basis. In June 1953, a change in the City Charter created the Department of Traffic.

During the late 1940s through the early 1960s, the transportation authorities demonstrated a lack of vision and uprooted the Red Car rail system within the region. Many of the riders of that system used it, on a daily basis, to get to and from work. When the Red Car was shut down the riders were forced to pile into the arguably, less efficient bus system or try to purchase a car. The shutdown of the rail system resulted in:

- An adverse economic impact on individuals, families, and businesses
- Increased traffic congestion, coupled with population growth



¹ LADOT’s website has more details on LADOT’s history and era photographs in “Transportation Topics and Tales: Milestones in Transportation History in Southern California” brochure by John Fisher, former Assistant General Manager of Transportation Operations.



- Damaging impact on the environmental and residents' health
- Metropolitan area sprawl, which increased the length of commute and, in turn, freeway congestion

By the mid-1970s, it was apparent that traffic control measures alone could not solve the complex problems of mobility. An agency with a broader mission was necessary to manage gasoline rationing, car pool efforts, rail transit system goals, and environmental quality law compliance. The Department of Transportation was formed by ordinance on February 25, 1979, and consolidated most transportation-related functions into a single department. Traffic control and parking enforcement functions were transferred from the Los Angeles Police Department (LAPD) to LADOT in 1984.

Since then, LADOT has evolved and increased services to meet the changing needs of the nation's second largest and most dynamic city. The biggest challenge continues to be the size of the City and hundreds of different neighborhoods that make up the City. Through careful planning and implementation of these plans, LADOT anticipates avoiding the short-sightedness of the past. But even if significantly more people take transit, bike, or walk instead of driving, Los Angeles may continue to be plagued with traffic congestion and long drive times.

Objectives

In recent years, LADOT has had a series of problems ranging from high-turnover at the General Manager level to unethical practices of Traffic Officers in Parking Enforcement & Traffic Control, which resulted in damaging media coverage. The Office of the City Controller identified a number of short-comings in its 2011 audits in the areas of traffic control, citation processing, and meter collections.

Therefore, on the basis of its audits and in response to the Mayor's request, the City Controller issued a Task Order. During the competitive selection process, KH Consulting Group (KH) proposed a different approach from traditional management audits, namely, to facilitate a "change management approach" and work directly with LADOT management and staff, while retaining the independence of an external review. Given the need for meaningful and lasting change within LADOT, the City Controller retained KH to conduct the independent management review, using this different approach.

The objectives of the Comprehensive Management Review, as established by the City Controller, were to:

1. Assess LADOT's management systems, policies, procedures, and practices at all levels of the organization, including all major programs
2. Determine if the current organizational structure supports the efficient and effective management of LADOT operations, including effective internal communications and reporting protocol, delegation of authority, and effective use of resources



3. Determine the adequacy and effectiveness of the LADOT’s human resources function, including supervisory practices and disciplinary actions
4. Assess the adequacy of the LADOT’s record-keeping practices and sufficiency of information systems to provide complete and accurate data to support its operations
5. Assess the effectiveness of contract management functions, as well as project management, to ensure the City receives maximum value and expected results
6. Assess the effectiveness of the LADOT’s external communications with both elected officials and the public, regarding the LADOT’s operations and business approach
7. Evaluate how LADOT plans, manages, and uses the Special Purpose Funds under its control

Tasks Completed

KH conducted the Comprehensive Management Review in two Phases. Phase I was a reconnaissance to identify the key areas for improvement, starting with the Management Review objectives. The City Controller and LADOT agreed to the opportunities requiring improvement that KH identified. During Phase II, KH formed Action Planning Teams (APTs) to focus on each improvement opportunity. KH performed the following tasks in Phase I and Phase II:

Area of Focus	Phases	KH’s Work Effort
LADOT Strengths	I	KH identified LADOT’s strengths, which form the foundation for addressing opportunities for improvement in Phase II.
LADOT Interviews	I, II	KH completed more than 40 interviews with LADOT staff members – many on multiple occasions. (Refer to the list of LADOT interviewees in Appendix A.)
External Interviews	II	The Office of the Controller sent letters to City officials and other governmental agencies that interface with LADOT. KH conducted these interviews during Phase II, focusing on specific challenges identified in Phase I. During these interviews, KH also explored the effectiveness of LADOT’s external communications with both elected officials and the public, regarding LADOT’s operations and business approach. In total, 22 organizations were interviewed, including: <ul style="list-style-type: none">▪ 8 City Council Offices▪ 9 other City Departments or Bureaus▪ 2 Commissioners (Taxi Commission and Transportation Commission)▪ 3 external partners with LADOT (Metro, LA Expo Authority, and CalTrans District 7) (Refer to the list of external interviewees in Appendix A.)



Area of Focus	Phases	KH's Work Effort
Document Review	I, II	Completed our review of documents relevant to the major processes and issues to be addressed by the Action Planning Teams (APTs). This information was used to validate Phase I reports as needed and provide a basis for an assessment of the actual resources available. (Refer to the list of documents in Appendix A.)
Employee Survey	II	<p>Surveyed LADOT managers and employees through an online Employee Survey regarding the kinds of work they do, and their assessment of key activities, work culture, and processes within the Department. KH also used the Survey to solicit their suggestions for improvement and their major sources of complaint. This information was used in assessments of organizational structure and process alignment and calculating fragmented work efforts as Full-Time Equivalents (FTEs).</p> <p>In total, 919 LADOT employees began the KH survey, and 877 (95%) of the 919 completed the KH survey. This response rate was impressive, since two-thirds of the employees lack easy access to computers. (Refer to Appendix B for a summary of the survey results.)</p>
Organizational Structure and Delegated Authorities	I, II	Recommended needed changes in the Department's Organization Structure and Delegated Authorities, including the development of organizational structure alternatives and selected staffing plans. Included in this task are recommendations for appropriate delegations of authority. (Refer to Chapter VI for LADOT's recommended organizational structure.)
Action Planning Teams (APTs): Change Management	II	<p>Formed seven Action Planning Teams (APTs) to:</p> <ul style="list-style-type: none"> ➤ Begin a process of management and cultural change that would result in more openness and innovation ➤ Identify best practices within the City and in other municipalities that could provide models to be adapted to LADOT needs ➤ Focus on Department-wide collaboration to bring together representatives of all of the key units to work toward common goals ➤ Develop and recommend systems that appear seriously underdeveloped or altogether missing <p>APTs focused on such issues as:</p> <ul style="list-style-type: none"> ➤ Absence Control & Back-to-Work Programs ➤ Advanced Planning ➤ Budgeting & Financial Reporting for both operating and capital budgets ➤ Completed Staff Work ➤ Contract Support & Oversight ➤ Discipline & Grievance Processing ➤ Maintenance Control Systems



Area of Focus	Phases	KH's Work Effort
		<ul style="list-style-type: none"> ➤ Metrics & Performance Indicators ➤ Project Management, using the Bike Program as the pilot initiative and identifying more innovative and effective practices ➤ Records Management ➤ Revenue Collection & Control, including the option to contract for the full scope of collection activity ➤ Strategic Planning, including Department-wide values ➤ Traffic Officer Career Track (Traffic Officer I, II, and III utilization) ➤ Training & Development
Implementation	II	Assisted with the launching of the implementation effort. Some of the Action Plans and new organizational structures are already started or in place; others are slated to be implemented during the next two years.
Draft and Final Report	II	Prepared a final report (this document) with the recommendations delineated as change initiatives in formal Action Plans.

Strengths

On the basis of KH's findings in Phase I, KH identified strengths to be preserved at LADOT and could become the building blocks for the change initiatives during Phase II of the LADOT Comprehensive Management Review.

Transportation and Parking Initiatives

LADOT has been a leader on a number of transportation- and parking-related initiatives:

- ATSC, a traffic signal control system, allows LADOT to monitor and manage traffic flow centrally on major streets in Los Angeles. This leading-edge technology is nationally recognized as one of the most sophisticated traffic control systems in existence.
- LADOT has introduced advanced technology parking systems, including "park & pay" and "smart," solar-powered parking meters that accept both cash and credit cards.
- A promising pilot program, called ExpressPark, allows users with smart phones to find vacant parking spaces while allowing variable pricing to match rates with demand and encouraging turnover.
- LADOT has proposed five-year plans to govern the development of parking systems.
- LADOT has recently embarked on a concerted effort to diagnose and address the issue of voided and cancelled Parking Citations.



Environmental Impact

In May 2007, Mayor Villaraigosa, in partnership with the Los Angeles City Council and environmental leaders, unveiled GREEN LA - An Action Plan to Lead the Nation in Fighting Global Warming (GREEN LA). GREEN LA will reduce the City of Los Angeles' greenhouse gas emissions by 35% below 1990 levels by 2030. The 35% reduction by 2030 goes beyond the targets set in the Kyoto Protocol and is the greatest reduction target of any large U.S. city.

The cornerstone of GREEN LA is increasing the City's use of renewable energy to 35% by 2020. GREEN LA has more than 50 initiatives that will reduce the City's carbon footprint and make Los Angeles the greenest big city in America. GREEN LA had a focus area dedicated to transportation with two key goals – some of which directly involve LADOT:

Goals and Actions	Status and Outcomes
Goal: Lower the environmental impact and carbon intensity of transportation	
Require 85% of the City fleet to be powered by alternative fuels	Outside of LADOT's direct control
Convert 100% of the City refuse collection trucks and street sweepers to alternative fuels	Outside of LADOT's direct control
Convert 100% of the MTA buses to alternative fuels	Outside of LADOT's direct control
Convert 100% of Commuter Express to CNG	Completed
Goal: Focus on mobility for people, not cars	
Complete the ATSAC system	On track at LADOT; scheduled to be completed by January 2013
Expand FlyAway shuttles serving LAX and other regional airports; convert existing FlyAway buses to alternative fuels	Outside of LADOT's direct control; implemented by Los Angeles World Airports (LAWA)
Make transit information available, understandable, and translated into multiple languages	Completed; ongoing efforts to sustain change
Expand the City employee ride-sharing program	Outside of LADOT's direct control
Promote walking and biking to work, within neighborhoods, and to large events and venues	On track with the adopted LADOT Bike Plan; ongoing
Expand the regional rail network	On track at Metro; LADOT collaborates with Metro regarding the transportation interfaces and traffic plans



When the City decided on the dissolution of the Environmental Affairs Department (EAD), the Office of the Mayor assumed responsibility for the GREEN LA goals. Many of the EAD staff were deployed to the Department of Public Works (DWP) and continue to assist with initiatives that support the GREEN LA goals. LADOT's role with the dissolution of EAD was to administer the Mobile Source Reduction Fund (AB2766) for the City in the amount of approximately \$4.6 million per year. The former department head of EAD, Detrich "Dee" Allen, was transferred to LADOT to serve as the fund administrator for that effort. LADOT also uses her expertise and experience in the development and implementation of various projects, programs, and policies, particularly pertaining to the environment and City management.

People Management

During the last eight years, LADOT has experienced high turnover at the General Manager level. Its new leadership has emphasized the importance of better management of LADOT's employees, including:

- A recently appointed General Manager with a strong background in transportation, a high level of energy, understanding of City government and policy-making, relationships with LADOT's external partners (Metro and CalTrans), and the confidence of the Mayor
- A core of dedicated workers and managers who sincerely strive to do a good job for LADOT and the people of the City
- Short-term action designed to better manage overtime assignments
- The initial assignment of a senior LAPD Commander who developed and implemented strategies for improved performance in Parking Enforcement & Traffic Control, including:
 - Attendance reporting and the first steps in a full absence control program
 - Recently initiated broad-based supervisory training programs at LAPD
- Media training for senior managers

Grant-Funding

LADOT is fortunate because of its diversified funding sources. In addition, it manages many contracts that fund its own programs and third-party services because of its access to substantial State and Federal resources through a variety of dedicated special funds and transportation grant programs. Although its General Fund reflects a budget of \$130 million, its actual budget working capital, given its special funds (e.g., Measure R, Proposition C, and ARRA) and associated pensions and health benefits, is in excess of \$500 million. This budgetary level is similar to other large transportation agencies, such as Metro.



Transit Services Grants and Contracts

For example, during the last three fiscal years², Transit Services has brought in \$\$162.3 million in outside grant and other transit funding to support LADOT's transit program. Today, LADOT's Transit Services:

- Ranks as the second largest public transit operation in Los Angeles County
- Serves 31 million annual fixed route (DASH, Commuter Express) passenger trips
- Employs approximately 800 full-time equivalent (FTE) staff (mostly contract staff), who are managed by a small cadre of LADOT staff
- Has replaced 95 older diesel-powered Commuter Express buses with new compressed natural gas buses in FY 2011-12; LADOT's entire fixed route fleet of more than 300 buses is now 100% alternatively fueled.

LADOT has or is in the process of implementing significant new passenger friendly technologies on its buses, including real-time estimated bus arrival time information, Transit Access Pass (TAP) smart card readers, automated bus stop announcements, video screens for passenger alerts and public announcements, and a system for emailing service alerts to riders.

In 2010, LADOT addressed a significant projected shortfall in the City's Proposition A local transit fund by completing a comprehensive analysis of its transit program. The recommendations from this analysis, which included elimination of less productive service and fare increases, were approved by the Mayor and City Council and implemented by LADOT in 2010 and 2011.

On-Board passenger survey results for the Downtown DASH and Commuter Express services in 2011 indicated an overall customer satisfaction rating of approximately 90%. This high satisfaction rating is especially noteworthy given that passenger fares were recently raised on both services and that the new Commuter Express buses had not yet been delivered.

Organizational Capabilities

The areas that stand out in terms of organizational effectiveness are:

- An innovative Business Solutions Group with a record of building practical, workable systems to support key operational and administrative activities
- An energetic Risk Management unit that is working hard to apply modern understandings of this function to the Department

² FY 2009-2010, FY 2010-2011, and FY 2011-2012 (estimated).

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- The logistics planning and execution of those plans by the Emergency Response & Special Traffic Operations, during dignitary visits, special events, unusual movement of goods (e.g., space shuttle), and “Car-megedon”
- Similarly, the ability to reroute traffic effectively during major construction activities
- A recognition that key administrative systems are obsolete or missing, and efforts started to improve or replace them

These are considerable strengths, and LADOT can apply them with good effect in its efforts to improve its performance. Most encouraging is the observation that many if not most of the people who work at LADOT sincerely want to do a good job. Indeed, a significant part of the frustration and morale issues described during KH’s interviews appear to arise from the fact that people want to do a better job but feel unable to meet the standards they themselves know to be desirable. It is also encouraging – and essential – that the core elements of a strong leadership team appear to be present.

Opportunities for Improvement

Many argue that the development of transportation alternatives and expanded services are the only transportation options that will improve Los Angeles’s future. The goal is to create a new generation of commuters in sizeable numbers who effortlessly choose alternative modes of transportation.

The most important opportunities for improvement at LADOT are not, by and large, difficult to identify. The challenge was identifying the optimal courses of action to remedy the situation and change the culture into one that can deliver on its commitments. It was agreed to that the Department needs to develop a comprehensive strategy and vision to guide its activities, and add to that a clear set of values that govern the conduct of everyone who works there. It needs to organize itself to carry out that strategy. Its administrative systems need to be modernized and aligned so that they support the initiatives of Departmental leaders and funded projects. Operations staff members need to be trained, supervised, and managed in a consistent, fair, and respectful manner that will give them the tools and enforce the expectations of a proficient and professional work force. Finally, the engineering cadre needs to be given the focus and energy to build on its enviable accomplishments in increasing mobility in the City of Los Angeles.

The subsequent chapters in this Management Review delve more deeply into the opportunities for improvement and associated change management initiatives recommended.

**City of
Los Angeles
Department of
Transportation
(LADOT)**

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Comprehensive Management Review

III – Strategy

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Therefore, the following vision and mission statements are proposed:

- Vision: Los Angeles will have a world-class transportation system that supports a high quality of life in an urban environment with continued economic prosperity for the region.
- Mission: LADOT is a leader in the planning, design, construction, and operations of transportation systems in the City of Los Angeles... and partners with sister agencies to improve transportation service and infrastructure in the city and the region.
- Motto: LADOT has a motto and a new logo that is displayed on its DASH buses and at other locations: ***“Moving Los Angeles Forward”***



Values

Recommendation 2: LADOT should define and emphasize the importance of values in its work culture by emulating them in their work within the Department and with stakeholders.

Changing LADOT's values is important so that it can build on its past achievements as a leader in providing new traffic control methodology to one of solving Los Angeles's transportation problems. This transformation will require foresight and a shift in perspective, from problem-solving individual traffic problems to building transportation solutions for a modern and vibrant metropolis. LADOT must shift from its historic image as a transportation bureaucratic behemoth that is slow to react and slow to change to one that develops timely and innovative solutions for today and the future. LADOT should demonstrate continuous commitment to high performance in all it does – from traffic management innovations to integrated transportation networks.

Proposed values, based on a series of exercises and discussions that KH facilitated with LADOT executives, are to ***transform transportation*** through the following L.A.D.O.T. values:

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Leadership

We will be leaders in being innovative, adopting best practices, and applying technological advances – we will accelerate solutions for traffic management and diverse travel needs through technology, program development, and policy leadership.

Accountability

We say what we mean and we do what we say. We care about Angelenos, the City, the State, the nation, and the planet. Our employees are trustworthy, honest, professional, and fair. As public stewards, we can be entrusted with taxpayers' dollars.

Delivery¹

We will deliver responsive, reliable, and results-oriented services and programs with a “can-do” attitude and develop better solutions for building and delivering safe transportation corridors and streets and sustainable services that are environmentally responsible.

Openness

We promote transparency and open communications in our work.

Teamwork

We will work as a team and collaborate with our partners to improve transportation services and the regional infrastructure. We will leverage our specialists and expertise through increased sharing of resources.

To achieve these values, management will need to develop LADOT employees through action learning (work and project assignments); training and development; and mentoring and coaching experiences and feedback from management. Learning is a process, not an event. Success factors involve management's ability to:

- Demonstrate transportation, technical, and strategic acumen
- Build strong and vital organizations
- Set the pace and execute on program plans
- Manage internal and external stakeholders
- Lead with integrity

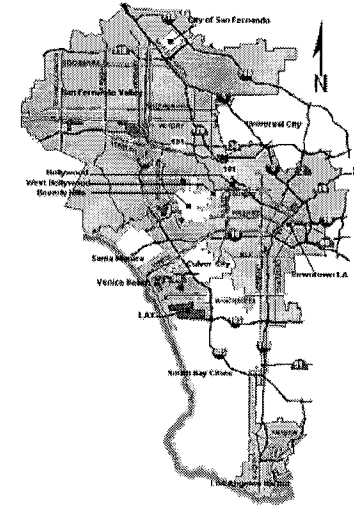
¹ Delivery refers to the services, projects, and programs that LADOT makes happen – whether it is a community transit trip, enforcement of parking regulations, operation of the signal system, or an explanation to a citizen on how LADOT times traffic signals.

Transportation Principles

Recommendation 3: LADOT management should define its transportation planning principles that will enable the City to achieve the vision.

The core of what LADOT does is to provide safe, efficient, and accessible transportation services and corridors. The City of Los Angeles needs to move beyond simply managing traffic, using the same procedures and standards and focusing on a constant reduction of traffic issues. Instead, LADOT should shift toward innovative solutions and adopting a new vision of our City's future, one that provides efficiency, more multi-modal options, and is rooted in a constant remembrance of our environmental impact. LADOT has the necessary capabilities – talent and technical expertise; local, Statewide, and national recognition; improved systems solutions; and access to local and regional policy-makers – to assume a leadership role in local and regional traffic issues.

KH worked with LADOT executives to develop a series of transportation principles that will guide them and their employees in establishing transportation policies, making decisions, advising elected officials, collaborating with other government agencies, and working with communities and other external stakeholders. The examples in the next table are for discussion purposes; they do not necessarily reflect what the final LADOT transportation principles will be. They serve as a starting point for further refinement, debate, and finalization.² Other sources for delving into transportation principles include http://www.visionlosangeles.org/pdf/VisionLA_Report.pdf, which is part of Vision Los Angeles³. In addition to ease of movement, transportation has environmental implications because it accounts for more than two-thirds of the region's air pollution, and about 40 percent of its greenhouse gas emissions.



For these discussions, KH distinguishes between those principles that LADOT has direct control over versus those that LADOT can influence or has indirect involvement. This role of LADOT to indirectly support and influence is consistent with its new mission: “...and partners with sister agencies to improve transportation service and infrastructure in the city and the region.”

² Note: KH worked with the LADOT executive team to develop the initial transportation principles. Each executive developed and shared a one- to two-page statement of what he/she envisioned for the future of transportation in Los Angeles. On the basis of these statements and subsequent discussions, KH synthesized the executives' input into this summary, by topic and areas within LADOT's direct control versus indirect influence.

³ Vision Los Angeles: Clearer Roads, Clearer Skies, and a Brighter Future for Los Angeles, conducted by the Environmental Defense Fund and the Los Angeles County Economic Development Corporation and funded by Bank of America, the Dipaola Foundation, and the William and Flora Hewlett Foundation, May 5, 2011.



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
WORLD CLASS CITY		
WORLD CLASS CITY WITH DIVERSE AND INTEGRATED TRANSPORTATION OPTIONS	<p>LADOT will invest in our transportation infrastructure, make operational changes, and adopt new policies that will transform Los Angeles from the car capital of the world to a vibrant metropolis that can also be discovered and lived on foot, on two wheels, and by public transit.</p> <p>LADOT will ensure our own services are integrated with each other and our partner agencies, including the designing of services that will take passengers to or near their beginning and final destinations (“first-and-last” mile connections from transit stations).</p>	<p>The Los Angeles transportation system will be integrated and extensive, connecting every major activity center and destination in the region via rail, light rail, bus, bike lane and roadway. These modes of transportation will:</p> <ul style="list-style-type: none"> ▪ Be accessible to all communities ▪ Have a price point that will encourage people to get out of their cars to travel intermediate distances within the region ▪ Be seamless so that the public does not need to worry about how to navigate the system ▪ Have total solutions (from design, to operation, to marketing)
TRANSPORTATION POLICIES AND SAFETY		
INTEGRATED TRANSIT PRIORITY POLICIES	<p>LADOT will promote a socially, economical, and environmentally responsible transportation agenda:</p> <ul style="list-style-type: none"> ▪ Monorails, streetcars, high speed trains, consumer goods delivery systems, etc., as attractive alternatives to individual automobiles ▪ Transit priority improvements, such as extensive bus-only lanes and transit priority signal systems, to 	



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
	expedite the movement of public transit vehicles	
SAFETY	Los Angeles will have the lowest number of traffic-related fatalities and collisions of any major city accomplished through education, engineering, and indirectly enforcement.	
DIVERSE AND ACCESSIBLE TRANSPORTATION OPTIONS		
WALKING	Pedestrian areas will be enhanced wherever possible to: <ul style="list-style-type: none">▪ Improve the safety and comfort of pedestrians▪ Encourage travel by foot with attractive streetscapes	Certain streets will be closed to vehicular traffic and become public spaces or interesting retail village developments that are friendly to pedestrians.
BICYCLES	The City will implement its adopted 2010 Bicycle Plan. Los Angeles will have the largest bicycle network of any metropolitan city. <ul style="list-style-type: none">▪ Every residential neighborhood will be within one-half mile of a bikeway facility.▪ Secure bike parking is widely available.▪ Vibrant bike-share programs will be available at key commercial centers and major transit stations.▪ LADOT will educate motorists to share the road with bicyclists.▪ LADOT will promote bicycle usage at the community level through such programs as CicLAvia.	



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
WELL-MAINTAINED STREETS AND MANAGED THROUGH-PUT	LADOT will invest our funds in the condition of surface streets to improve traffic flow and safety and promote quality of life, commerce, and the local economy.	
FREEWAYS	LADOT will partner with CalTrans to improve the freeways for safe and efficient traffic flow, including accessibility, ingress/egress, interchanges, etc.	Smart management principles will be applied to freeways as they are upgraded by using market forces to make specialized priced lanes available, which will guarantee congestion-free travel.
TRANSIT SERVICES		
TRANSIT SERVICES IN GENERAL	Depending on demand, service hours and public transportation networks will be extended to late hours of the night and on weekends.	Optimal arrival times will be coordinated and predictable for connecting lines, even under different operators, with greater accuracy and easy navigation among systems.
BUSES	<p>LADOT will expand the number of arterial bus lanes in congested corridors to move people more efficiently. These lanes will be exclusive to buses, taxis, or bikes as is done in many cities in Europe.</p> <p>LADOT and MTA will coordinate to transform local MTA bus routes to Community DASH services to: a) better serve local neighborhoods and b) provide operating cost savings that can be used to expand regional transit operations.</p>	



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
TAXIS	LADOT will promote the “hail a taxi” program, particularly in Transit Oriented Districts (TODs) and around the first-and-last mile connections from MTA stations.	
LIGHT RAIL AND SUBWAY TRANSIT SYSTEMS	New transit systems should leverage existing rights-of-way where possible and be grade separated where appropriate (such as major street crossings), with the goal of offering faster alternatives to driving.	<p>Los Angeles will have an extensive rail system that ranks among the top five in the nation (currently ranked 7th in the nation in miles) and is a true alternative to freeway travel.</p> <p>Los Angeles will have an extensive MTA rail, busway, and Metro Rapid bus network so that every community in the City of Los Angeles will be within one mile of a station or bus line.</p> <p>Freeway carpool lanes will be expanded to accommodate the rail network with an abundant number of convenient park-and-ride facilities where applicable.</p>
MEASURE R	LADOT will use the Measure R “Local Return” funds for pedestrian and bicycle improvements to implement relevant transportation principles.	LADOT recognizes the need for more light rail and subway systems to serve the City and the region, than can currently be realized under the current Measure R program.
STREET CARS	LADOT will explore street car alternatives for Downtown and other high density destinations.	



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
METROLINK AND RAIL, INCLUDING RAIL GRADES	LADOT will seek to grade separate all major arterials on the existing commuter and freight rail network, including early action projects as part of high speed rail implementation.	<p>There will be an expanded commuter rail service in the region with new tracks to expand capacity, improve safety, and increase operational flexibility.</p> <p>LADOT will focus on expanding dedicated, rail-based goods movement facilities that take trucks off our street and highway systems and produce the lowest pollution per ton-mile.</p>
HIGH SPEED RAIL		LADOT supports the development of high speed rail in the region and State, including stations at Union Station, in the San Fernando Valley, and at the City-owned LA/Palmdale Regional Airport.
PORT AND AIRPORTS		
GOODS MANAGEMENT, INCLUDING PORTS AND AIRPORTS POINTS OF ENTRY	LADOT will be innovative in implementing solutions for efficient movement of goods from our port and airports, and through our corridors to ensure efficient traffic flow, minimal delays, and well-maintained streets.	<p>Special truck lanes in key corridors will be created to better connect the harbors and key distribution centers.</p> <p>The Alameda Corridor East will be completed from the Port of Los Angeles.</p>
AIRPORTS AND RELATED TRANSPORTATION NETWORKS	LADOT will increase convenient transit service to LAX and other regional airports so that driving is not necessary and public safety is improved through fewer vehicles in the central terminal area.	<p>A regional approach to aviation will:</p> <ul style="list-style-type: none"> ▪ Increase customer access to flights ▪ Reduce driving ▪ Reduce LAX environmental impacts, especially



**Characteristics of a Better
Los Angeles**

**Examples of Areas that LADOT
Can Directly Influence**

**Examples of Areas that LADOT
Can Indirectly Support and Influence**

traffic congestion and mobile source emissions, on the surrounding neighborhoods.

The City of Los Angeles should maintain LAX as the international gateway to Los Angeles, but should expand domestic operations at other airports throughout Southern California, especially the City-owned facilities in LA/Ontario Regional Airport (ONT) and at LA/Palmdale Regional Airport (PMD).

Airline travelers should be able to use the transit system to access the airports with baggage check-in options at remote locations, such as Union Station.

SPACE PORTS

Los Angeles should anticipate the long-term development of a spaceport in Palmdale (PMD).

The high speed rail should link California with the space port.

ADVANCED AND SMART TECHNOLOGIES

SMART TECHNOLOGY

Today's reality is that technology enables products and services to be delivered in new ways with greater efficiency. Technology will play a major role in the future of transportation, including:

The innovative technology integration of real-time transportation information and services will enable people to navigate the public transportation system easily across different modes and service providers.



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
	<ul style="list-style-type: none">▪ Alert the public and staff to traffic hot spots▪ Identify efficient routes to reduce vehicle emissions and market travel options▪ Provide real-time information on traffic conditions, transit arrival and travel times, and parking pricing and space availability▪ Share the City’s traffic and parking information for manufacturers and vendors to use in car navigation and GPS systems to provide real-time information to motorists▪ Encourage agencies and corporations to use technology for telecommuting or teleconferencing from home or centralized work centers to reduce long trips▪ Establish dynamic parking pricing, using wireless sensors▪ Improve way-finding and information services for both City and non-City transportation assets, including parking lots and structures▪ Automate and incorporate online technology to increase efficiencies in project management, accounting, and the way LADOT disseminates information to the public (traffic conditions, special events, project information, parking availability, bus arrival times, etc.)	<p>Smart phones. LADOT will continue to partner with Google and others to:</p> <ul style="list-style-type: none">▪ Develop an open architecture operating platform for transit service providers and operators allowing for seamless communication between all modes of transportation and service providers▪ Let people use their smart phones to reserve a car or bike at major transit stations▪ Enable commuters to compare commute options by mode based on travel time and cost in real-time on their smartphones <p>Commuters and travelers will have other forms of payment other than cash or credit card, such as filed chips in their mobile phones.</p> <p>There will be a “Transportation Smart Card” that can be used for all modes of transportation (e.g., airfare, transit, rail, taxi, bike- share, car share, parking, etc.). (See TAP below.)</p>



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
ATSAC	<p>The next generation ATSAC/ATCS system will continue to move cars efficiently but will have further integration with transit, bikes, and pedestrians, such as:</p> <ul style="list-style-type: none">▪ A completely automated traffic control system equipped with the latest technology▪ A commitment to research and development, using data contained in the current transportation management system and the next generation of ATCS▪ Technologies to better manage traffic safety, lane use, and access to freeway off/on ramps to enhanced capacity where needed▪ The ability to provide trend analysis for enhance planning and maintenance	
PARKING		
PARKING POLICIES	<p>Parking policies for areas served by public transit will encourage travel by public transit and alternative transportation.</p> <p>Curb-side parking will be banned in all transit corridors and Transit Priority Streets at least in the peak direction during peak periods.</p>	<p>Public parking availability information will be readily available via the internet or smartphone.</p> <p>New projects are required to design and provide publicly sharable spaces in their buildings, building on parking district concepts, the sharing of parking resources, and reducing the cost of new development.</p> <p>A required revenue control system will be in every private lot to ensure proper reporting of Parking Occupancy Tax and parking availability.</p>



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
PARKING TECHNOLOGY	LADOT will use the latest technologies (e.g., solar meters, credit cards, and smart phones) to provide cost-effective customer service.	
CONGESTED PARKING PRICING STRATEGIES	<p>The City will use pricing strategies (e.g., peak congestion pricing or parking cordon pricing in major City centers, such as Downtown, Hollywood, or West LA) to:</p> <ul style="list-style-type: none"> ▪ Relieve local congestion ▪ Manage transportation services and demand ▪ Spread demand to times when more roadway capacity is available ▪ Fund transit alternatives, biking, and pedestrian improvements 	
EDUCATION AND CHANGING ATTITUDES AND BEHAVIORS		
MODIFYING COMMUTERS' AND TRAVELING BEHAVIORS/ EDUCATING THE PUBLIC	<p>LADOT will work to transform how Angelenos and visitors view and use alternative transportation modes by making it more user-friendly with better signage.</p> <p>LADOT will engage community stakeholders in the discussion about the future of transportation in Los Angeles.</p> <p>LADOT will partner with LAUSD so that children are taught about navigating the public transportation system.</p>	<p>TAP is one of the user-friendly devices that can link the different transit systems.</p> <p>Los Angeles supports developing programs or incentives to stagger work and business hours in conjunction with school hours on an area-wide basis to avoid traveling during peak times.</p> <ul style="list-style-type: none"> ▪ Transit bus schedules should also be adjusted accordingly.



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
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LADOT will have projects and educational campaigns that promote public safety and reduce traffic-related fatalities and accidents.

The written portion of the driver’s license exam will include questions related to navigating the public transportation system.

More people will use two or more transportation modes to get around the City, such as:

- Biking to/from subway stations with secure places to lock bikes
- Using bike-share or a car-share services at the stations with docking sites conveniently located at office sites

FUNDING

FUNDING

LADOT will work with our elected officials to lobby Sacramento and Washington, D.C., to ensure Los Angeles has sufficient funding to continually improve our existing infrastructure.

Residents will continue to support initiatives to invest in meaningful transportation improvements County-wide and State-wide.

Transportation funding, land use, parking, and pricing policies will be aligned to create sustainable transportation systems and funding mechanisms.



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
COLLABORATION		
REGIONAL VISION	<p>LADOT will coordinate better with other municipalities, regional transportation agencies, and elected officials to secure a higher and more representative share of grant funding for transportation projects in Los Angeles.</p> <p>LADOT will improve operations, enhance productivity for system users, and promote alternative modes of transportation through more selected roadway use of certain vehicle types or user groups (e.g., bus lanes, HOV lanes, bike lanes, enhanced pedestrian walkways, truck-only lanes, etc.).</p>	<p>Los Angeles will have a more comprehensive and regional approach to creating a city with alternative transportation modes. With more options, better integration, reliability, and convenience, travelers can have better choices. This approach will require coordination and collaboration among different municipalities, transportation agencies, and political policy-makers.</p> <p>LADOT will advocate for an expanded regional transit network (rail, BRT, and bus) to fill gaps and integrate with regional and local bus network.</p>
LADOT AND OTHER CITY DEPARTMENTS	<p>LADOT will work with other City departments to realize a total plan approach: complete streets, first-and-last mile connection needs, and Transit Oriented District (TOD) developments.</p> <p>LADOT will more strongly consider innovative ideas proposed to it.</p>	<p>Ongoing, open, and candid discussion will provide a blueprint for City-wide enhancements, development opportunities for increased employment, re-investment of those dollars within the communities, the beautification of the community, and a reasonable return for the developers.</p>
PUBLIC-PRIVATE PARTNERSHIPS	<p>LADOT will pursue public-private partnerships to increase available funding and ensure implementation.</p>	



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
ENVIRONMENT AND LAND USE		
ENVIRONMENTALLY RESPONSIBLE	<p><i>In all areas, LADOT will incorporate environmentally sustainable practices</i> with a special emphasis on environmentally sustainable transportation choices:</p> <ul style="list-style-type: none">▪ Cleaner fuels▪ Zero emission technologies▪ Bike sharing▪ Car sharing▪ Transit▪ Green taxis▪ Rail for goods movement from Ports	<p>The City will have expanded use of solar panels on rooftops of industrial, commercial, and multiple residential buildings, coupled with increased electric power vehicles that replace internal combustion-powered vehicles, thereby improving our health, reducing greenhouse gasses, and eliminating our reliance on imported oil.</p>
TRANSIT ORIENTED DISTRICTS (TODs)	<p>LADOT will develop the transportation strategy for TODs in community plans in collaboration with the City's Department of Planning.</p>	<p>The City will coordinate its land use policy with its transportation policy with the goal to:</p> <ul style="list-style-type: none">▪ Locate affordable housing around major transportation infrastructure projects to minimize volume and length of auto trips▪ Protect single family neighborhoods from encroachment and densification▪ Convert unused and under-used spaces in the public right-of-way for use by pedestrians and local businesses <p>Architects, urban planners, engineers, policy-makers, LADOT, and an engaged public will collaborate to</p>



Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
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create mini-smart cities around TOD stations.

The land use policy to promote TOD development, including rail and busway stations, will allow high-density development near all transit stations so people can have easy access to the region's extensive transit network and, thus, improve mobility in the City of Los Angeles.

TRANSPORTATION LEADER AND ACCOUNTABILITY

<p>LEADERSHIP ROLES</p>	<p>As the second largest City in the nation, Los Angeles will grow as a national model for <u>innovation in transportation</u>:</p> <ul style="list-style-type: none"> ▪ Taking the initiative and always "doing the right thing", based on deeply held L.A.D.O.T. values: <u>L</u>eadership, <u>A</u>ccountability/fairness, <u>D</u>elivery of services and projects, <u>O</u>penness/transparency, and <u>T</u>eamwork. ▪ Seamlessly incorporating transportation to meet people's needs for employment, residential, commercial, and cultural usages ▪ Serving as a role model for other agencies to follow ▪ Developing a critical mass of an integrated pedestrian, bicycle, taxi, and light rail transit network that transforms the City transportation system within 	<p>LADOT will be respected for its professionalism and opinions by:</p> <ul style="list-style-type: none"> ▪ Office of the Mayor and other elected officials, even if LADOT's position is contrary to their immediate political objectives ▪ Persons who reside, conduct business, and travel within the City ▪ The media, spokespersons, and other public figures ▪ Regional authorities, such as CalTrans District 07, the MTA, and SCAG, who would seek LADOT's advice and participation in discussions regarding long-range transportation policies and improvements that impact the region ▪ CalTrans Sacramento, the FHWA, and USDOT who
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Characteristics of a Better Los Angeles	Examples of Areas that LADOT Can <u>Directly</u> Influence	Examples of Areas that LADOT Can <u>Indirectly</u> Support and Influence
	<p>a two-decade period</p> <ul style="list-style-type: none">▪ Incorporating new and advanced transportation and parking technologies as an international, progressive leader in transportation.▪ Focusing on LADOT people as its most important asset, including developing its managers into leaders▪ Inspiring LADOT employees so they want to contribute toward LADOT’s goals	<p>will look to LADOT for innovations, accomplishments, and proactive measures that represent the state-of-the-art and best practices of cities</p>
ACCOUNTABILITY – PERFORMANCE MEASUREMENTS	LADOT will examine and define Key Performance Indicators (KPIs) that are achievable, responsive, and measured appropriately in today’s fiscal climate.	
ACCOUNTABILITY – EFFICIENCY	LADOT will use its limited resources to yield the greatest benefit for the transport of people or goods by: <ul style="list-style-type: none">▪ Actively examining areas that suffer from excess accidents and vehicle volumes▪ Developing realistic options and solutions▪ Presenting these solutions to stakeholders with the goal of securing funding and delivering the project▪ Using the funding provided effectively	



A – Action Plan: Advanced Planning (AP)

Findings

Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis

KH worked with the Action Planning Team (APT) addressing long-range transportation planning to identify the major strengths and weaknesses within LADOT and the major opportunities and challenges externally regarding transportation.

LADOT Strengths. LADOT believes its people are its greatest asset with their world-class technical expertise and talent, combined with their advocacy for nearly all transportation modes. According to LADOT staff, the General Manager is politically savvy and well-connected within the City of Los Angeles and MTA. LADOT staff members can build momentum on existing programs and projects, such as the recently approved Bike Plan. LADOT has a diverse work force, which reflects the City’s diversity and communities’ perspectives. Consequently, the APT believes that LADOT employees have the where-with-all to design and execute meaningful and sustainable transportation solutions for Angelenos, businesses, and visitors.

LADOT Weaknesses. LADOT has been limited in its ability to do advanced planning since the mid-1990s. Since then, LADOT staff members work with the Department of City Planning (LADCP) on its planning initiatives, such as Community Plans and the General Plan (e.g., Transportation Element) but do not have dedicated staff resources and time for the function. Other handicapping factors include:

- Lack of integration and coordination among LADOT groups
- Lack of planning in specific areas, such as trucking and goods movement
- Retention, development, and training of LADOT’s talent, both in terms of technical skills and in other arenas
- Not keeping LADOT standards up to date through ongoing research and development
- Funding and staffing limitations, which place constraints on LADOT’s ability to maintain its existing systems, such as the signal system
- Lack of past efforts to market what LADOT does so that it is valued throughout the City and viewed as a critical resource today and in planning for the City’s future
- Internal management structure, which requires many reviews and approvals, thereby, impeding creativity, innovation, and change



External Opportunities. Times of crises create opportunities for change. In the case of the City of Los Angeles, the current crisis has resulted in:

- Public support for change in part because of traffic congestion and the rising cost of energy, coupled with social media and greater awareness
- Measure R funding
- SB 375
- New emerging technologies, facilitating open and transparent data and information sharing between government and the public it serves, coupled with the emerging demand for data-driven decision-making
- Los Angeles’s built-out environment which makes increased density, particularly around Transit Oriented Districts (TODs), more viable – both politically and in terms of the quality of life
- Ability to garner support in the media and possibly exploit “star power” to get the message out
- The City’s interest in and recent successes with Public-Private Partnerships
- Limited funding, which may increase receptivity to other revenues sources, such as advertising on buses and other LADOT equipment

External Challenges. Probably the greatest challenge is that *Los Angeles has been cited as the congestion capital of the country with 7 of the 10 worst congested corridors in the United States*¹, based on a 2011 Congested Corridors Report, published by the Texas Transportation Institute at Texas A&M University. This report is “the first nationwide effort to identify reliability problems” at specific highway stretches. Some of Los Angeles worst corridors are the I-110 near Downtown, the I-10 from Downtown to the Westside, and the I-405 between LAX and the San Fernando Valley in terms of both general congestion and truck congestion. In addressing the area’s congestion corridor problems, Los Angeles has the added challenges of:

- Lack of a common regional vision and an effective regional governance structure for transportation
- Governmental bureaucracy
- The current economy, which limits available resources, combined with Los Angeles’s aging infrastructure
- Lack of political will and term limits that make it difficult to have elected officials make decisions that will generate long-term benefits for the greater good
- Federal/State roadway standards
- Concerns over potential tort liability related to new ideas
- Special interests groups that are resistant to change, including NIMBY-ism

¹ “LA: Congestion Capitol of the Country”, by Ken Alpern, <http://citywatchla.com/lead-stories/2483-la-congestion-capitol-of-the-country>



Opportunities for Improvement

Integrated and Sustainable Transportation System

The greater Los Angeles area is committed to building the next phase of a major transportation infrastructure over the next decade: Subway-to-the-Sea, 40 miles of bicycle lanes, etc. Consequently, in the future, LADOT should focus on integrated transportation planning and services, which entails a user-friendly transportation network by:

- Integrating the existing and new transportation infrastructure, that is, ensuring seamless interfaces with other urban bus and transit systems (e.g., Santa Monica Blue Line, Culver City, etc.)
- Ensuring a complete and expanded rail system
- Building a bicycle network that conveniently links with rail and bus services
- Leading and partnering with stakeholders to establish integrated complete street policies, which accommodate the safe and convenient travel of all users, such as:
 - Developing pedestrian friendly boulevards
 - Expanding car and van share programs for commuters
 - Accommodating trucks in the street system and truck delivery needs both on street and off street
 - Developing truck-friendly streets in industrial areas
- Expanding strategic parking management and real-time parking guidance technology, particularly since LADOT, MTA, and FHWA have recognized the value of parking pricing and real-time parking guidance as part of a sustainable strategy to optimize curb usage, reduce congestion, and encourage alternative modes.
- Using state-of-the-art traffic management technology throughout the street network (Note: Optimizing traffic flow throughout the street network prioritizes transit vehicles and reduces traffic congestion and pollution.)
- Offering readily available taxi cab services on the street and around MTA stations

Some of these elements are in the direct control of LADOT; other elements require LADOT's involvement; and yet others require LADOT's leadership to ensure the elements are fully integrated and meet users' needs. Those initiatives not within LADOT's control will require LADOT's involvement and collaboration to ensure they happen. For example, LADCP's community planning efforts around Transit Oriented Districts (TODs) requires LADOT's direct participation. Chapter III outlines some proposed transportation principles that can serve as a foundation for long-range transportation planning and policy-making.



User Friendly Access

Angelenos enjoy having the freedom to use their cars to go wherever they want... whenever they want to go. In California, the ratio of cars to licensed drivers is 2:1, further reinforcing the importance of car ownership and convenience. Changing behaviors is one of the hardest things to do, especially when people see reliance on public transportation as an encroachment on their freedom.

Therefore, to reduce traffic congestion, many people must view an integrated transportation system as preferable to using one's vehicle – or as a logical or desirable extension of their car usage. For example, commuters are more apt to drive to stations and take the rail into their work sites, if they can work and relax on the train and have greater assurance that they will arrive at work on time (versus sitting in traffic jams).

The Gen X and Millennium Generation are more interested in urban life versus Los Angeles's suburban model. In addition to single-family dwellings, they will often seek out areas with more night life, greater density with cafes and shops, and access to various types of transit and rail services. In other cities, such as New York, Boston, and Washington, D.C., the Gen X and Millennium Generation choose not to own a car.

Having an integrated transportation system, however, is insufficient if people do not know how to navigate it easily and if it is not user friendly. Some of the considerations for building a user-friendly, integrated transportation network system are:

- How to make using the transportation network easy, efficient, and comfortable (i.e., remove the “friction” points between the various transportation modes that are barriers to trying and using the current system)
- How to educate travelers and commuters about how to easily transition from car to bus to subway to walking
- How to respond effectively to Federal Civil Rights requirements (Title VI) regarding Limited English Proficiency (LEP) outreach materials for transit services
- How to make the ticketing process simplified and faster (e.g., universal fare or TAP electronic fare card, monthly/weekly/daily passes)
- How to reform the Level of Service (LOS) policy and metrics to emphasize transit
- What are the best “first mile-last mile” solutions
- How to design and implement a “Guaranteed Ride Home” program
- How to revamp the bus shelter advertising program (i.e., change the business model)

Parking and Pricing

Parking management, pricing, and technology are critical concepts to any transportation strategy. Recognizing that every vehicle trip begins and ends at a parking space, these concepts are emerging as new opportunities to improve efficiency, influence mode choice, and reduce congestion and pollution.



Parking pricing influences people's behaviors and use of transportation modes. Part of the challenge today is that the cost of parking is relatively cheap compared to other cities, including parking in Downtown, Hollywood, and other popular areas. LADOT should apply best practices of demand-based pricing to stimulate better distribution and management of parking demand. As parking prices rise, public transportation becomes a more attractive option for many.²

An upcoming demonstration of these concepts is LADOT's LA Express Park Project in Downtown, which is part of MTA's Express Lanes Congestion Reduction Demonstration Project and is scheduled to launch this spring.³

Environmental Impact

Worldwide, 20% of the CO² emissions are the byproduct of transportation.⁴ In Los Angeles, 80% of the air pollution can be directly attributed to mobile source air emissions from cars, trucks, and ships at the ports. Traffic pollution affects our air, water, noise-levels, and finally our health. As the City develops and adopts alternative green technologies, reduced air pollution will have a direct impact on the quality of Angelenos' lives and health. The City of Los Angeles might pilot some "green" communities that restrict cars, work with manufacturers to develop vehicles using alternative fuels, and use congestion pricing mechanisms (discussed earlier) to reduce the use of cars in high-traffic areas, such as Downtown. New York City has completed some demonstration pilot projects along these lines for cars entering Manhattan during peak periods.

Goods Movement

Goods movement is a core economic engine in Los Angeles, providing one of the largest employment bases in the City and County. It is estimated that international trade, logistics, and manufacturing generate 42% of the region's jobs. The Port of Los Angeles and Port of Long Beach move 40% of the nation's imported container units (more than 13 million units annually); 75% of those units move on- and off-port by trucks. These conditions, combined with Southern California's enormous retail market (second largest in the nation), generate a large volume of trucks on the region's streets and freeways. Many of these truck trips occur in the City of Los Angeles, home to Los Angeles International Airport (second largest air cargo hub in the United States), the Port of Los Angeles, rail intermodal yards, a major manufacturing base, and 3.8 million consumers. The City also neighbors with the Port of Long Beach, other rail intermodal yards in East Los Angeles, and extensive industrial and manufacturing businesses along the Alameda Corridor. Bottom line: Los Angeles' economic viability depends on goods movement and the trucks that make it happen.

² Note: Local transit providers (e.g., MTA) provide hefty subsidies to pay for the cost of transportation services, which the Federal Government will not cover.

³ Refer to www.expresspark.lacity.org for more information

⁴ "How to Fix World Transportation", *Bloomberg BusinessWeek*, December 1, 2011.



Industry research shows that businesses are attracted to, and remain in, areas where goods delivery, including small package delivery, is convenient, safe, and reliable. But providing safe, efficient goods delivery to business does not mean that environmental quality and other transportation modes must be sacrificed. In fact, improving the movement and delivery of goods not only benefits business, it benefits the entire community by:

- Alleviating traffic congestion and mobile air emissions
- Improving overall mobility
- Removing transportation safety hazards
- Reducing consumer costs
- Promoting economic health via job creation and business and sales tax generation

LADOT has already taken steps in identifying *de facto* truck routes, truck movement issues, and truck problem locations and is addressing them through capital improvement projects, traffic engineering solutions, and policy measures. A more comprehensive work program, most likely funded through grants, needs to be instituted to carry this work forward.

LADOT's Key Transportation Planning Programs and Initiatives

Even though LADOT does not a dedicated unit, focusing on advanced planning, its staff members do work on such projects, particularly Planning & Land Use (P&LU). In addition to its daily development review functions, P&LU works on the following key transportation planning programs:

LADOT and P&LU as the Lead

1. **Westside Mobility Study** – P&LU manages and actively participates in the review and oversight of the Westside Mobility Study that was initiated by P&LU and began in summer 2010. The study includes the solicitation of public comments through various public workshops, meetings with other transportation agencies, and the development of a website to disseminate information. The study will include a rail connectivity study, update of two Transportation Specific Plans, a comprehensive parking study, and the development of a Livable Boulevards Plan. The study will provide a transportation improvement blueprint for the Westside with developer assessment fees to partially fund the construction of these improvements.
2. **Measure R Environmental Impact Reports** – P&LU staff members attend meetings and review and prepare reports on the initial planning and environmental documents related to the Measure R rail expansion projects, including the Westside Subway Extension (Subway to the Sea), Regional Connector, Exposition Line Phase 2, Crenshaw LRT, and Wilshire BRT.



3. **First/Last Mile Solutions** - To address the first/last mile transit connectivity problem and enhance urban mobility, P&LU staff applied for grant funds to implement a series of innovative shared vehicle pilot programs. In the 2009 MTA Call for Projects, LADOT was awarded grant funds (\$1.3 million) to implement a pilot shared car and bike program in strategic locations in Downtown. Also, LADOT, in partnership with the City of Long Beach, was awarded grant funds (\$8.5 million) in 2010 as part of the Jobs Access Reverse Commute program to implement Mobility Hubs (e.g., secure bike parking, shared cars, and shared bikes) throughout Downtown and Hollywood. In 2012, P&LU will officially initiate the program by releasing an RFP to develop a business plan for the program.
4. **SCAG's Overall Work Program (OWP)** – P&LU serves as the lead in applying for transportation study grants from SCAG; P&LU has been involved in the procurement and oversight of consultant services that have recently completed some important transportation studies, such as New Approach to Transportation Demand Management, LA Street Classification and Benchmarking Study, Arterial Travel Speed Performance Study, Transportation Strategic Plan Travel Demand Model Development, etc.
5. **Legislative Review** – Each year, P&LU staff prepares recommended legislative initiatives for the coming year for the Mayor's Office consideration, and coordinates with other Divisions in the preparation of LADOT's recommendations regarding pending legislation.
6. **Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS)** – P&LU staff members serve as key Citywide liaisons to SCAG on issues related to the RTP/SCS by monitoring process, attending multiple meetings, and reviewing extensive materials released by SCAG, so as to inform the City of important issues and advise SCAG of related City policies.
7. **New Mobility Measurement Tools** – P&LU has initiated the New Mobility Metrics Study that would revise the City's traffic impact study guidelines to include new transportation performance measurement tools for urban streets beyond the standard vehicular level of service that is currently used. The study will help the City develop new performance metrics for evaluating "complete streets," context sensitive design alternatives, and smart growth from the perspective of all users of the street. The revised traffic study guidelines are expected to include measurements that evaluate all modes of travel, including bicycling, walking, and transit. The study, funded through the SCAG Compass Blueprint program, is expected to begin in February 2012.
8. **Traffic Study Guidelines** – P&LU is the lead in administering and updating the City's traffic study guidelines; this role includes ensuring consistency with CEQA. A recent update of the guidelines (August 2011) shifted the priority order of project mitigation measures to focus first on transit and trip reduction solutions to off-set project significant impacts.
9. **Case Tracking** – P&LU has upgraded its case logging and tracking tool (CLATS) to a web-based and GIS system. The program allows staff to easily enter project milestones, enables managers to easily check on the status of development review tasks, and assists in setting P&LU goals and improving overall review efficiencies.



10. **Congestion Mitigation Fee (CMF)** – P&LU staff is the lead City coordinator working with LA County Metro on the proposed Countywide CMF fee program. If approved by the MTA Board, this program would impose a fee on new developments throughout the County. Collected fees would be used to fund various transportation improvements. P&LU has developed a project wish-list for the City after significant outreach with all 15 City Council offices. P&LU also encouraged and eventually convinced MTA to expand the category of eligible projects to also include bicycle and Traffic Demand Management solutions.
11. **Congestion Management Program (CMP)** – P&LU ensures compliance with the state-mandated CMP by preparing the required monitoring reports including the CMP Intersection Monitoring Report and the Local Development Report (coordinated with LADCP) that summarizes the commercial and residential development activity in the City. These reports are submitted to the Los Angeles County Metropolitan Transportation Authority (MTA) and include City Council Committee presentations and reports to ensure proper authorization and conformance.

LADOT and P&LU as Lead on Review of All Ground Access Studies

12. **Los Angeles International Airport (LAX)** – P&LU coordinates with LAWA on all surface transportation matters related to the LAX Master Plan Specific Plan and the proposed LAX Northside development.

LADOT and P&LU as Partners

1. **Streets 4 People Program** – P&LU has actively participated in the coordinated effort between LADCP and the LA County Department of Public Health (DPH) to explore opportunities throughout the City to transform unused or under-used roadway pavement into open public spaces and pedestrian plazas through low-cost designs. The first demonstration project is expected to be implemented in February 2012.
2. **Mobility Element Update** – P&LU has partnered with LADCP to update the Transportation Element of the General Plan. A key objective of this update is to develop complete street policies and implementation programs. A key element will be the development of a layered network that is accommodating to all modes of travel.
3. **Community Plan Updates** – P&LU coordinates with LADCP on the preparation of the traffic forecasts, new street standards, formulation of new policies in support of Complete Streets and Smart Growth goals, and Transportation Improvement Plans for the Community Plans undergoing updates. These plans currently include Hollywood, San Pedro, Sylmar, Granada Hills, Westlake, Southeast Los Angeles, West Adams/Baldwin Hills, and South Los Angeles.
4. **Warner Center Specific Plan Restudy** – P&LU assists LADCP in the preparation, review, and consultant oversight related to the preparation of the Draft EIR for the Warner Center Specific Plan Restudy.



LADOT and P&LU as Participants

1. **NACTO Urban Street Design Guide Steering Committee** – P&LU participates in this committee that is developing a scope of work to hire a consultant to develop an Urban Street Design Guide. The objective of the guide is to address the many design issues and institutional hurdles that local agencies face in designing livable and complete streets in urban settings and offer practical design solutions and guidance.
2. **High Speed Rail** - P&LU staff represents LADOT in the necessary coordination with other City departments, MTA, and the California High Speed Rail Authority on all issues pertaining to station design, parking, and route alignment of the proposed high speed rail within the City.
3. **Transit Oriented District (TOD) Cabinet** – P&LU participates in the TOD Cabinet (a Mayoral led effort) to develop an action plan for TOD areas and to coordinate the activities of the various departments to implement successful TOD projects.
4. **Bike Plan** – P&LU serves as technical advisors to the Bikeways Section on matters related to the environmental clearance of the 2010 Bicycle Plan. An important factor in this effort will be the development of a new multi-modal performance measurement tool that can demonstrate a project’s overall impact to all modes of the transportation system (described above). Also, P&LU is currently working with the City Attorney to develop a new Bike Plan Trust Fund Ordinance that would facilitate the acceptance of funds from new developments to help fund the Bike Plan.
5. **Development Reform** – P&LU participates in the Mayor’s Development Reform initiatives including attending and actively participating in the Development Services Cabinet, the Development Industry Advisory Committee, and the Development Reform Technology Working Group. P&LU also provide LADOT staff to support the new Development Services Case Management Office at Figueroa.
6. **Downtown Streetcar** – P&LU coordinates with other LADOT sections on the review of the proposed alignments and design plans for the proposed Downtown Streetcar. Staff has assisted the CRA and Council District 14 in the preparation of grant applications for the streetcar project. Staff also serves as technical advisors to LA Streetcar, Inc., and MTA on the preparation of the environmental documents for the project.
7. **Graduate Student Research** – Throughout 2012, P&LU will work with graduate students conducting important research for LADOT, including research on innovative and sustainable transportation solutions and a better approach on filtering and summarizing the various available transportation statistics collected by LADOT, MTA, SCAG, Caltrans, and the U.S. Census Bureau.
8. **Committees** – P&LU serves on the Green Streets Committee that last year developed ground-breaking Green Streets Standards that now serve as a model for other cities. These new standards provide guidelines and best practices on including green and sustainable design features into roadway improvement plans. In addition to serving on this committee and those described above, P&LU also actively participates in:



- Downtown Streets Standards Committee
- Public Works Commission Street Tree Committee
- Bringing Back Broadway
- SCAG Modeling Task Force
- Green Line Extension Working Group
- Charter Schools Task Force
- Regional Development and Traffic Mitigation Working Group
- Orange Line Steering Committee
- San Fernando Valley Council of Governments (COG) TAC

Advanced Planning Priorities

Some of the advanced planning issues and challenges facing LADOT that need to be resolved in going forward are:

- What is the role of LADOT in transportation planning versus other City and non-City entities?
- How can LADOT work more effectively with communities and stakeholders?
- What are LADOT's advanced planning goals? What is LADOT trying to achieve?
- What does LADOT control? What does the City control? What can LADOT or other City officials do to influence transportation issues beyond their direct *loci* of control?
- What are the best solutions, tools, technologies, policies, operations, etc. to use so that LADOT can achieve its goals? Meet the City's transportation needs?
- What City policies and laws affect what or how LADOT does things? What City policies or laws should be changed to address current and future transportation challenges for the City?
- What opportunities exist to tap private sector funding sources (e.g., Public-Private Partnerships, developer fees, user fees, congestion pricing, etc.)?

The overall goal is to achieve a better balance between the automobile and other modes in the City's transportation system so that Angelenos have efficient transportation choices and can choose to leave the car at home. To address the City's transportation challenges requires thoughtful studies, plans, and ***integrated and regional solutions*** – not just “Band-Aids” that respond to elected officials' and local communities' isolated requests.



KH worked with the APT-Advanced Planning (APT-AP) to develop the following Actions Plans:

Advanced Planning (AP) Action Plans

AP1. Advanced Planning Organization

AP2. Innovative Transportation Policies

AP3. Mobility Element in the General Plan

AP4. LADOT Strategic Transportation Plans

AP5. Identification of Legislation, Policy, Capital Project, and Grant Priorities

AP6. Technology and Modeling

AP7. Safety and Risk Reduction

AP8. Community Engagement

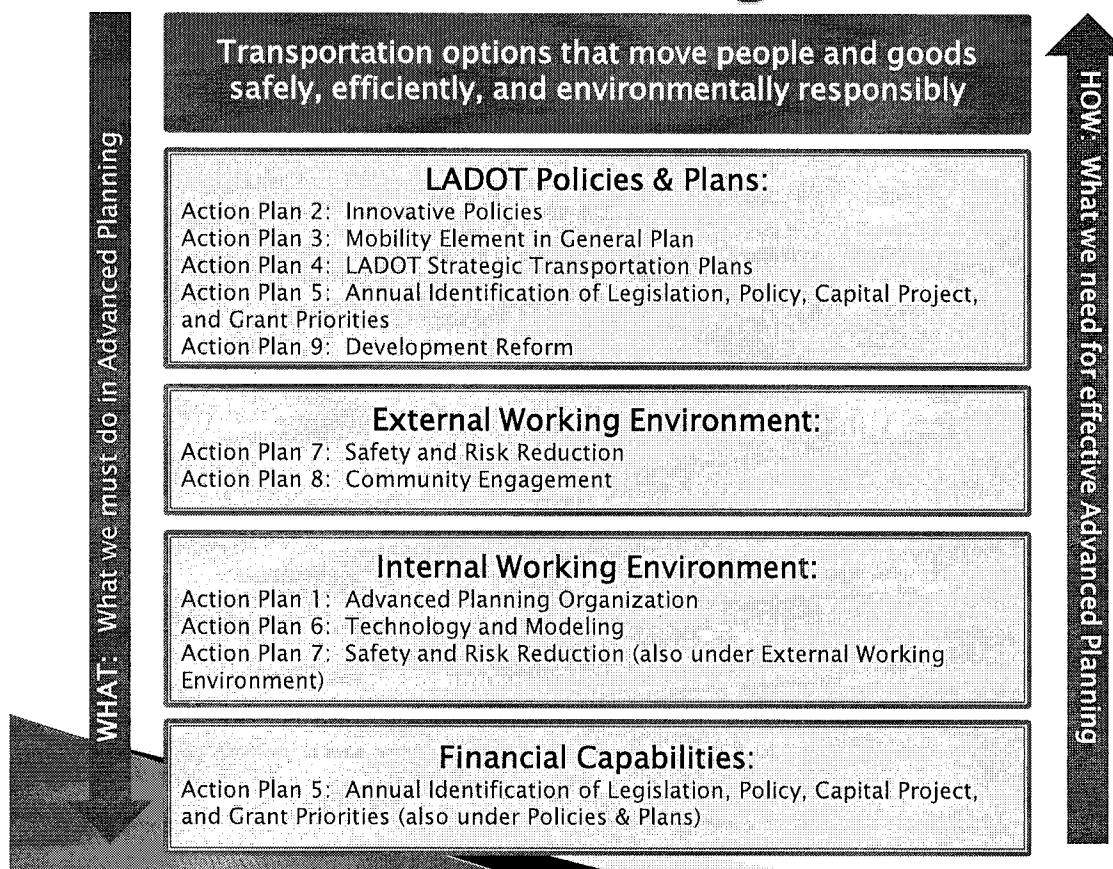
AP9. Development Reform

The graphic shows the inter-relationship among the Advanced Planning (AP) Action Plans.

Reading from top to bottom: To achieve the goal of providing transportation options that move people and goods safely, efficiently, and environmentally responsibly requires changes in LADOT policies and plans (Action Plans 2, 3, 4, 5, and 9). To develop these changes in LADOT policies and plans requires a more effective working relationship with external stakeholders (Action Plans 7 and 8), coupled with changes in LADOT's internal environment (Action Plans 1, 6, and 7). And finally, these changes require the financial resources to make them happen (Action Plan 5).

Reading from bottom to top: Conversely, with needed financial resources, LADOT can build the necessary internal working environment to work with external stakeholders to achieve the desired LADOT policies and plans so that Los Angeles can have the desired transportation options.

Action Plan Linkages





Action Plan AP1 – Advanced Planning Structure

Opportunity

During the mid-1990s, the City of Los Angeles had largely completed its Citywide General Plan Framework and, by 1999, had adopted a new Transportation Element for the General Plan. LADCP led that work and LADOT contributed substantially via transportation modeling, establishing new street standards, etc. LADOT and LADCP shared joint office space for many years during the project.

LADCP funded LADOT's participation in the project and, once the General Plan was completed, the function was largely dismantled at LADOT. But LADOT continued some advanced planning initiatives for several years, using SCAG grant dollars, Proposition C dollars, and other funding sources. During 2005, the Long-Range Planning Section was expanded into the Advanced Planning Division.

Since then, LADOT has become more reactive to requests for transportation plans from LADCP, Office of the Mayor, and others. As a result, LADOT has not been well positioned to anticipate needs, reach out, or build consensus regarding what the future directions for transportation networks should be in the City. Moreover, LADOT has not been able to build meaningful interfaces with other jurisdictions (e.g., MTA, other urban bus systems, and CalTrans).

To position LADOT to address the transportation challenges in Los Angeles requires a dedicated organization and staff members capable of developing the necessary Transportation Strategic Plans, preparing transportation policies, updating the Mobility Element in the City's General Plan, and implementing these nine AP Action Plans.

Objectives

- **Long-Range Planning organization.** Given the importance of transportation planning to the future of the City of Los Angeles, LADOT should establish a formal organization in charge of advanced planning by June 2012; this organization would be in charge of implementing these AP Action Plans.

Detailed Action Steps

Overall Time Line	Start Date: April 2012	End Date: June 2012; Ongoing
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Action Steps	Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014	
	Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun	
LADOT Collaboration and Unit Dedicated to Long-Range Planning												
1.1 In addition to the Action Steps outlined, sustain the Action Plan Team (APT) as an intra-Departmental forum to address the AP Action Plans; part of the charter of this APT is to ensure other LADOT units are aware of the transportation strategies	Jaime de la Vega, General Manager (GM)		X									Etc.
1.2 Appoint an individual to Chair the APT; define APT membership and participants in moving forward	Executive Team		X									
1.3 Establish a formal organization, called Long-Range Planning, in charge of advanced planning and these Action Plans	Jaime de la Vega, GM		X									
1.4 Determine what staffing resources currently spend time on advanced planning and how many additional staff may be required; use a flexible staffing approach and assign staff with specialized expertise on an as-needed basis	Finance & Administration (F&A)		X									
1.5 Establish LADOT GIS: <ul style="list-style-type: none"> ▪ Determine need for GIS staff to support the advanced planning efforts ▪ Integrate LADOT's GIS with BOE's NavigateLA ▪ Ensure GIS staff train LADOT staff in the new GIS capabilities 	Long-Range Planning (new organization)							X	X	X	X	Etc.
1.6 Assign staff to Long-Range Planning	Jaime de la Vega, GM	F&A	X									
1.7 Develop a Work Plan; determine if any outside expertise is needed for community engagement and outreach or in technical areas; explore cost-effective and collaborative options, such as using the consultants working with LADCP in updating the General Plan	Long-Range Planning			X								
1.8 Establish an advanced planning budget; identify funding sources, including grants, collaboration with DCP, etc.	Long-Range Planning		X									
1.9 Develop and implement the Transportation Strategic Plan (Action Plan AP4) and related AP Action Plans, including designated Action Steps	Long-Range Planning				X	X	X	X	X	X	X	X



Resource Needs

Initial estimates indicate the staffing needs may be:

- 1 Management position
- 2 Transportation planners
- 2 Transportation modelers
- 2 GIS Programmers to develop GIS systems and train technical staff in the use of the GIS system
- Graduate students for geo-coding for GIS
- Consulting dollars – to be determined



Action Plan AP2 – Innovative Transportation Policies

Opportunity

Balanced Growth/Balanced Transportation System

The purpose of this Action Plan is to shift the City's transportation system toward a better balance between transportation modes and away from a continuation of the historical automobile-centric focus. In recent years, the City has begun to integrate successfully other modes of travel, including bus, rail, bicycles, and pedestrian facilities. Since the City's roadway infrastructure is fully developed and any street widening is almost impossible either because of cost considerations or environmental or social impacts, the available roadway system must be carefully subdivided among all competing modes of travel. The impact of implementing and operating a specific transportation mode must be evaluated against other existing (and planned future) modes. Land use context can help prioritize the modes for each street (e.g., transit service, walking, cars, trucks, bikes, etc.). When conflicts cannot be resolved through a careful design process or using advanced traffic signal technologies, policy-makers and elected officials may have to decide if one mode should have priority over the others after considering such factors as ridership numbers, regional mobility, economic impact, or community preferences.

The functional goal of this Action Plan is to achieve a more integrated transportation approach, which elevates alternative transportation modes to the level traditionally afforded the private automobile. The Action Plan entails:

- Development of an Integrated Transit Priority Policy, which outlines principles and objectives for designated transit-priority streets and corridors
- Development of other innovative transportation policies to guide the City's transportation projects, programs, and practices
- Revisiting the City's adopted Land Use-Transportation Policy for planning and developing Transit Oriented Districts (TODs)

Integrated Transit Priority Policy for Specific Corridors and Streets

The City of Los Angeles should regard public transit, bicycling, and walking as priorities for transportation investments and the use of public rights-of-way on Transit Priority Streets to reduce traffic congestion and promote public health and safety.

San Francisco has established a Transit-First Policy that Los Angeles can gain insights from, even though San Francisco is denser and contained in a 100 square-miles area. In Los Angeles, the policy and strategy would have to be applied selectively on designated Transit Priority Streets, in Transit-Oriented Districts, etc. In addition, Los Angeles should explore different approaches and metrics that other cities, such as San Francisco, are using to assess the impacts of development on the transportation system, such as changes to the Level of Service (LOS) methodology.



Revisiting the City's Adopted Land Use Transportation Policies for Transit Oriented Districts (TODs)

In 1993, the Los Angeles City Council and MTA adopted a unified Land Use-Transportation Policy (CF No. 93-0478) to support and guide development of the City's new General Plan Framework.

The Policy's Vision Statement states the following goals: ***"By integrating life around transit, the City of Los Angeles has the opportunity to reduce automobile congestion and consequently to better the City's air quality, provide a more efficient land use pattern and create a better quality of life for all Los Angeles residents."***

The Executive Summary of the 50-page Policy document predicted that: ***"...during the next 30 years, the City of Los Angeles will be the hub of the largest transit public works project in the United States. The development of this system – over 400 miles – will take place during phases of economic upturns and Downtown. Nevertheless, a vast regional transportation network, including rail and bus public transit systems, carefully integrated and coordinated, will be created to serve the growing population and economy of the Los Angeles region."*** A visionary statement indeed!

The Executive Summary continues: ***"A land use-transportation policy offers the City and the LACMTA the ability to ensure the success of the regional transportation system by using land use patterns that support transit ridership and revenue capture opportunities.... [It] provides the framework to guide future development around transit station areas. The Policy includes Land Use, Housing, Urban Design, Ridership Strategy, Parking and Traffic Circulation, Equity, Economic Development, and Community Facilities elements. These elements will guide the land use and circulation patterns linked to the transit system."***

"Among the objectives of the Land-Use Transportation Policy...:

- ***Focus future growth of the City around transit stations.***
- ***Increase land use intensity in transit station areas, where appropriate.***
- ***Create a pedestrian oriented environment in context of an enhanced urban environment.***
- ***Accommodate mixed commercial/residential use development.***
- *Provide for places of employment...*
- ***Reduce reliance on the automobile..."***

(Note: Bold emphasis added.)



The Land Use-Transportation Policy goes on to provide guiding principles, objectives, incentives, and transit station area prototypes for creating:

- A City in which residents travel primarily by mass transit
- Transit stops surrounded by high-activity, livable, pedestrian-oriented neighborhoods linked to each other by bus, rail and other modes
- Transit station areas providing a full range of economic and social services, including housing, retail, community and entertainment facilities, grocery stores and restaurants

Although the 1993 Land Use-Transportation Policy is nearly 20 years old, it remains an adopted policy of the City and MTA and provides the foundation for the City’s General Plan. Its goals and objectives for transit-oriented land use development remain as relevant today as they were in 1993, perhaps even more so as Los Angeles is now engaged in building the extensive mass transit system which it envisioned. The Policy needs to be revisited, refreshed, and applied to the planning and development of Transit Oriented Districts (TODs).

Objectives

- **Integrated Transit Priority Policy for Designated Corridors and Streets.** Develop an Integrated Transit Priority Policy for designated transit priority streets, transit-oriented districts, transit corridors, and multi-modal intersections (e.g., rail grade crossings) in the City of Los Angeles by March 2013.
- **1993 Land Use-Transportation Policy for Transit-Oriented Districts.** Revisit, revise, and refresh the 1993 Policy, adopted by the City of Los Angeles and MTA, to align with current TOD transportation strategies for the communities around new MTA stops by December 2013.
- **Ongoing Review and Update or Development of Transportation Policies:**
 - Establish an annual review process that outlines transportation policy priorities within the City and that require changes, drafting, or updates by May 2013
 - Establish a calendar for future annual reviews and updates linked to:
 - AP Action Plan 4, “LADOT Strategic Transportation Plans”
 - AP Action Plan 5, “Identification of Legislative Policy, Capital Project, and Grant Priorities”, particularly regarding non-LADOT and non-City legislative policies

Detailed Action Steps

Overall Time Line	Start Date: January 2012	End Date: December 2013; Ongoing
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Action Steps		Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
Integrated Transit Priority Policy												
2.1	Prepare a draft policy for the General Manager and Executive Team review, taking into consideration: <ul style="list-style-type: none"> ▪ Pedestrian policy ▪ Signals ▪ Parking management ▪ Transit, bus, rail ▪ Cars ▪ Trucks 	Kang Hu, Susan Bok	APT-Advanced Planning (APT-AP)	In Progress; Feb 2012								
2.2	Revise the City's metrics for determining the impact of developments on the transportation system: <ul style="list-style-type: none"> ▪ Explore best practices in other cities ▪ Provide credit for development projects that have positive impacts beyond cars, particularly important in future Transit Oriented Districts (TODs) 	Long-Range Planning	APT-AP	X					X			
2.3	Review the draft policy and metrics within LADOT to solicit input from Divisions instrumental in implementing them	Long-Range Planning	APT-AP	X								
2.4	Review and refine the draft policy with additional input from other City departments and governance bodies	Long-Range Planning	LADCP; Mayor's Transit Oriented District Cabinet		X							
2.5	Establish criteria and identify streets and corridors where the policy might be most germane, building on lessons learned in existing initiatives or pilot programs at LADOT (Refer to the AP Action Plan 3 on the "Mobility Element in the General Plan")	Long-Range Planning	LADCP		X	X						
2.6	Review the draft policy with City Council offices	Jaime de la Vega, GM			X							



Action Steps		Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
2.7	Engage communities to solicit their input and address their concerns about the policy; coordinate this engagement with the respective City Council offices	Luz Echavarria			X	X						
2.8	On the basis of this input, revise the draft policy	Long-Range Planning				X						
2.9	Prepare a Council Report for adoption; submit the proposed Integrated Transit Priority Policy to the City Council	Jaime de la Vega, GM					X					
2.10	Once the Policy is approved by the City Council, update LADOT manuals and design guidelines to reflect the new Integrated Transit Priority Policy	TBD						X	X			
2.11	Train LADOT employees regarding the new policy and its ramifications in terms of their work	Long-Range Planning						X	X			
City of Los Angeles 1993 Land Use-Transportation Policy for Transit Oriented Districts (TODs)												
2.12	Review the 1993 Land-Use Transportation Policy and identify needed changes	Long-Range Planning		X								
2.13	Discuss the kinds of revisions that LADOT proposes for alignment with TOD transportation strategies for the communities around the new MTA stops	Long-Range Planning	MTA; LADCP		X							
2.14	Update the Office of the Mayor regarding the proposed changes; revise as needed	Jaime de la Vega, GM	Long-Range Planning		X	X						
2.15	Review the proposed changes with the City Council Offices; revise as needed	Jaime de la Vega, GM	Long-Range Planning			X	X					
2.16	Identify and implement any external stakeholder reviews and community input that would be needed or useful; involve the City Council Offices as appropriate	Long-Range Planning	Bruce Gillman, Public Information Officer (PIO)				X	X				
2.17	Make the necessary revisions to align with TOD transportation strategies for the communities around the new MTA stops	Long-Range Planning	MTA; LADCP						X	X		



Action Steps		Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
Ongoing Review, Update and Development of Transportation Policies (within LADOT and the City of Los Angeles)												
2.18	Use the APT-AP (see Action Plan 1) to solicit input regarding LADOT transportation policies that require change or development	Long-Range Planning	APT-AP	X								
2.19	Identify other transportation policies within the City that require changes, drafting, or updates during the next fiscal year (FY 2012-2013)	Long-Range Planning	APT-AP	X								
2.20	Prioritize these proposed transportation policy changes	Long-Range Planning	APT-AP	X								
2.21	Review these proposed transportation policy changes within LADOT	APT-AP; Long-Range Planning	Executive Team	X	X							
2.22	Decide which transportation policies to pursue	Executive Team		X	X							
2.23	Develop an Action Plan for tackling these transportation policy changes, including how best to approach City Council offices and steps needed to make the changes	Long-Range Planning			X							
2.24	Review the Action Plan with the Executive Team for approval	Long-Range Planning	Executive Team		X							
2.25	Implement the Action Plan for City and LADOT transportation policy changes for FY 2012-2013	Long-Range Planning			X	X	X	X				
2.26	Educate and train LADOT staff on the policy changes; revised manuals accordingly	Long-Range Planning	APT-AP					X	X			
2.27	On the basis of lessons learned, develop a formal process for reviewing City and LADOT transportation policies, setting priorities, and garnering support for needed changes: <ul style="list-style-type: none"> ▪ Ensure the process includes engagement and training of City Council Offices and Mayoral staff ▪ Coordinate this Action Step with AP Action Plan 4, "LADOT Strategic Transportation Plans", which outlines quarterly meetings with Council 	Long-Range Planning					X	X				

Action Steps		Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
Transportation deputies and Mayoral staff												
2.28	Establish a calendar for future annual reviews and updates, linked to Action Plan 4, "LADOT Strategic Transportation Plans", and Action Plan 5, "Identification of Legislative Policy, Capital Project, and Grant Priorities", which is focused on needed changes to legislative policies	Long-Range Planning					X	X				
2.29	Conduct the annual reviews and updates	Long-Range Planning					X	X			X	Etc.
2.30	Develop and implement an Orientation Program for new Mayoral staff and City Council Offices to let them know about LADOT, including its role, policies, services, and working relationships with them	Long-Range Planning	PIO				X	X	X	X		

Resource Needs

- None



Action Plan AP3 – Mobility Element in the General Plan

Opportunity

The Transportation Element of the City’s General Plan was last updated in 1999. At that time, it included progressive sustainable transportation policies but was weak in the area of implementation policies. Moreover, the 1999 Transportation Element includes a “one-size-fits-all” approach to roadway designations.

The new Transportation Element (now known as the Mobility Element) is currently being updated. LADOT is working with LADCP in this effort. A key objective of this update is to develop complete street policies and implementation programs. A key element will be the development of a layered network that is accommodating to all modes of travel, which will help LADOT transition to new performance measurement tools (i.e., Multi-Modal LOS versus Vehicular LOS). Information on the associated outreach efforts are posted at <http://ideas.la2b.org/>.

Objectives

- **Mobility Element in the General Plan.** Work with LADCP to update and reshape the City of Los Angeles Mobility Element in the General Plan for the City of Angeles by December 2013.

Detailed Action Steps

Overall Time Line	Start Date: In Progress	End Date: December 2013 (Part 1); Longer Time Line for Part 2
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Action Steps	Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014	
	Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun	
City of Los Angeles Mobility Element in the General Plan												
3.1 Update and reshape the Mobility Element (formerly the Transportation Element) in the City of Los Angeles General Plan	Jay Kim; Tomas Carranza	LADCP; APT-AP	In Progress						X			
3.2 Support LADCP in the environmental analysis and EIR efforts	LADCP	Jay Kim; Tomas Carranza							X	X	X	
3.3 Support LADCP in engaging the community to review the new Mobility Element	Jay Kim; Tomas Carranza	LADCP; APT-AP							X	X	X	



Action Steps		Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
3.4	Revise LADOT's performance metrics, taking into consideration alternative transportation modes and an integrated transportation network	Jay Kim; Tomas Carranza	LADCP; APT-AP									
3.5	Incorporate metrics into the Traffic Study Guidelines for the City of Los Angeles	Jay Kim; Tomas Carranza	LADCP; APT-AP									
3.6	Educate Mayoral staff and City Council Offices about the Mobility Element	Long-Range Planning	LADCP; Bruce Gillman (PIO)								X	X

Resource Needs

- None; in progress



Action Plan AP4 – LADOT Strategic Transportation Plan

Opportunity

An LADOT Transportation Strategic Plan should build on the vision and transportation principles (outlined earlier in this Strategic Plan), the Integrated Transit Priority Policy, and the concepts being explored in the pending revised Mobility Element in the City’s General Plan. The LADOT Transportation Strategic Plan should outline what transportation in the City of Los Angeles can evolve to in the next 20 years. A complementary 5-year Transportation Strategic Plan should delineate what needs to be done in the near term to achieve the 20-year desired outcomes. The focus should be on how the various transportation modes inter-relate and result in an integrated transportation system. Areas to be addressed in the Transportation Strategic Plan include:

- Integrate the transportation networks and existing Plans, such as the Bike Plan
- Address goods movement in the greater Los Angeles area
- Analyze data regarding barriers for using transit services; identify strategies to overcome these barriers
- Transportation Demand Management (TDM) to build incentives for Angelenos to change their behaviors, including parking occupancy and pricing for both parking lots and on-street parking
- Develop a parking management strategy
- Develop strategies for improving use of corridors for bikes, buses, and other transportation modes
- Develop a transit plan
- Develop a Transit Oriented District (TOD) strategy that shows how the transit systems are community and economic assets
- Develop strategies to improve Los Angeles’s safety on its roads, discussed in AP Action Plan 7
- Develop a strategy for garnering support for the Strategic Transportation Plan with the Mayor, City Council Offices, other City Departments, and other governmental jurisdictions
- Develop a strategy for garnering support for the Strategic Transportation Plan with internal and external stakeholders, partners, and collaborators
- Develop strategies for continual investments in state-of-the-art technology to optimize transportation and parking management

Best Practices and Lessons Learned Elsewhere

To be a national and regional leader, LADOT needs to know what other jurisdictions – in California, the nation, and the world – are doing to address transportation needs and enhance transportation systems. Some of the possible best practices might entail:



- New York City: trucks and commercial vehicles movement, parking, routes, and deliveries in dense urban areas⁵
- New York City – Department of Transportation and Metro: bus rapid transit system with faster fare collection, bus bulbs, bus lanes, loading zones, camera enforcement, transit signal priority, simplified service, system identity and branding, and dedicated bus-only lanes⁶
- American Association of State Highway and Transportation Officials (ASHTO) 2010 Vision Statement⁷
- Innovative designs, such as uptown Normal, Illinois, traffic circles with a pedestrian friendly environment, green civic space, improved traffic flow, water features, and LEED-ND Silver recognition
- Victoria, Canada: Multi-modal transportation planning⁸
- Singapore: Traffic management and traveler technologies⁹
- Street standards¹⁰
- New technologies, such as pay-by-smart phones
- New ideas at conferences, such as the Transportation 2030 Conference held at the John Jay College of Criminal Justice in November 2011¹¹
- Incentives to use smaller, more green vehicles
- Public-private sector partnerships proposed strategy/change

Objectives

Complete the following two Strategic Transportation Plans by June 2015:

- **LADOT 20-Year Strategic Transportation Plan.** Develop and implement a Transportation Strategic Plan that outlines LADOT’s planned developments and integrates the transportation networks in the greater Los Angeles area

⁵ <http://www.nyc.gov/html/dot/html/motorist/trucks.shtml>

⁶ <http://www.nyc.gov/html/brt/html/fag/buslanes.shtml>

⁷ http://www.transportationvision.org/docs/Draft%20Vision%20Statements_web.pdf and <http://www.transportation1.org/tif5report/intro.html>

⁸ “Introduction to Multi-Modal Transportation Planning: Principles and Practices”, by Todd Litman, Victoria Transport Policy Institute, www.vtpi.org, April 15, 2011.

⁹ “How to Fix World Transportation”, *Bloomberg BusinessWeek*, www.businessweek.com/fix-this/transportation.html, December 1, 2011.

¹⁰ “Moving Beyond Prevailing Street Design Standards: Assessing Legal and Liability Barriers to More Efficient Street Design and Function”, by John Urgo, Meredith Wilensky, and Steve Weissman, Center for Law, Energy, and the Environment (CREC), Berkley Law School, University of California at Berkeley, December 15, 2010.

¹¹ As part of the New York City: Pedestrian Safety Study and Action Plan, “New York City: Safe Routes to School Initiative” http://www.nyc.gov/html/dot/downloads/pdf/nyc_ped_safety_study-action-plan.pdf “Transport innovation conference held by Manhattan borough president”, by Uliana Zilberman, December 5, 2011 (updated).



- **LADOT 5-Year Strategic Transportation Plan.** In anticipation and support of the 20-Year Strategic Transportation Plan requirements, develop and implement a 5-Year Transportation Strategic Plan that outlines action needed in the near term to achieve the long-term or 20-year goals

Detailed Action Steps

Overall Time Line	Start Date: Fiscal Year 2013-2014	End Date: June 2015; Ongoing
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Given the number of Action Plans to be implemented, this one will not be focused on until FY 2013-2014.

Action Steps		Accountability		2013	2013	2013	2014	2014	2014	2014	2015	2015
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
LADOT Strategic Transportation Plan(s)												
4.1	Review best practices and other strategic transportation plans prepared by other governmental agencies	Long-Range Planning; Jay Kim; Ken Husting; Susan Bok	APT-AP	X	X							
4.2	Delineate LADOT's position on key transportation issues, linked to LADOT's vision; share these positions with LADOT employees	Executive Team		In Progress X								
4.3	Establish quarterly meetings with the Mayoral and City Council Transportation Deputies to: <ul style="list-style-type: none"> ▪ Share the policies, concepts, and plans that LADOT wants to pursue (AP Action Plan 2) ▪ Provide updates and engage them in the various Action Steps in this Action Plan 4 ▪ Provide updates on project delivery 	Jaime de la Vega	Long-Range Planning	X								
4.4	Delineate the strategies according to two time lines: <ul style="list-style-type: none"> ▪ 20-Year Transportation Strategic Plan: where do we want the City's transportation network to be, similar to an overall Transportation Master Plan; this document is often a public document ▪ 5-Year Transportation Strategic Plan: what LADOT can accomplish in the near term and that is needed 	Long-Range Planning	APT-AP	X	X	X	X					

Action Steps	Accountability		2013	2013	2013	2014	2014	2014	2014	2015	2015
	Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
to accomplish the longer term strategy and vision; this document might be more of an internal document for a coordinated approach for achieving the 20-year strategies and vision. It can be updated annually with an additional year rolled out. Each Transportation Strategic Plan should build on each other.											
4.5 Ensure the Transportation Strategic Plans are consistent with the City's new Mobility Plan in the General Plan, discussed in the AP Action Plan 3	Long-Range Planning					X	X	X	X	X	
4.6 Develop transportation models that demonstrate various scenarios for traffic patterns and goods movement for building the 20-Year Strategic Transportation Plans	Long-Range Planning	SCAG, MTA				X	X	X	X	X	Etc.
4.7 Ensure the Strategic Transportation Plan(s) encompass LADOT's transportation strategy and planned developments	Jay Kim	LADCP, MTA, SCAG, CalTrans, DPW, CAO, CLA, Council Offices, APT-AP				X	X	X			
4.8 Develop and implement a strategy for collaborating and developing partnerships with other City Departments and governmental agencies for implementing the Strategic Transportation Plan(s)	Long-Range Planning	PIO					X				
4.9 Develop a strategy for reviewing, involving, and soliciting input into the Strategic Transportation Plan(s) from the City Council Offices	Long-Range Planning	PIO				X	X	X	X	X	Etc.
4.10 Develop a communications strategy and public outreach program, including the use of social media, regarding the various LADOT new policies, initiatives, strategies,	PIO	LADCP					X	X	X		



Action Steps		Accountability		2013	2013	2013	2014	2014	2014	2014	2015	2015
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
	plans, etc. Learn how to more effectively work with communities to review transportation and traffic options and build consensus.											
4.11	Link the Strategic Transportation Plan to building the list of needed Capital Improvements (Refer to AP Action Plan 5, "Identification of Legislative Policy, Capital Project, and Grant Priorities")	Ken Husting (Highways); Kang Hu (Transit, Bikes); Pauline Chang (Pedestrian))		See Action Plan AP5								
4.12	Identify internal LADOT policies and procedures that impede implementation of any of the new transportation strategies and should be and can be changed: <ul style="list-style-type: none"> ▪ Present the proposed revisions to the Executive Team ▪ Make the necessary internal changes ▪ Train LADOT employees in the new policies ▪ Coordinate efforts with the City and LADOT transportation policy initiatives in AP Action Plan 2 	APT-AP					X	X				
4.13	Ensure LADOT's other plans are in alignment with the Transportation Strategic Plans, including: <ul style="list-style-type: none"> ▪ Technology Plans ▪ Staffing Plans ▪ Training and Development Plans ▪ Budget Plans ▪ Parking Enforcement and Technology Plans ▪ Pricing Plans 	Executive Team					X	X	X	X	Etc.	

Resource Needs

- See AP Action Plan 1.



Action Plan AP5 –Identification of Legislative Policy, Capital Project, and Grant Priorities

Opportunity

AP Action Plan 2 focuses on City and LADOT transportation policies and laws. This Action Plan focuses on other legislation in the State or other jurisdictions that LADOT should address and that should potentially be revised, added, or abolished.

Legislative Policy Priorities

LADOT needs to position itself and work cooperatively with the legislative policymakers to:

- Influence the transportation policies and funding available to carry out LADOT’s transportation vision and strategy for the City of Los Angeles
- Develop streamlined processes to expedite project delivery

Capital Project Priorities

LADOT should develop a process that identifies transportation capital improvement projects that are consistent with LADOT’s vision, Transportation Strategic Plan, and the various funding opportunities that are available. These projects should be carefully vetted for technical feasibility, cost accuracy, community support through a thorough community engagement process, and political support that will withstand political term limits. LADOT should also coordinate these capital project plans and priorities with other City Departments, such as the Bureau of Street Lighting (BSL) or the Bureau of Street Services (BSS).

Grant Priorities

Building on the priorities in LADOT’s vision and eventual Transportation Strategic Plan, LADOT should develop a process to prioritize policies and initiatives to approach other agencies and funding sources, including:

- CalTrans
- MTA
- MetroLink
- U.S. Federal government agencies



Objectives

- **Identification of Legislative Policy, Capital Project, and Grant Priorities.** Define LADOT’s policy and grant-funding priorities for capital projects; pursue them with CalTrans, MTA, the U.S. Federal Government, and other government agencies, beginning in June 2012 (and then annually updated each year thereafter).

Detailed Action Steps

Overall Time Line	Start Date: January 2012	End Date: June 2012; Then Ongoing
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Action Steps		Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014	
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun	
Legislative Policy and Grant-Funding Priorities Outside of the City of Los Angeles													
Legislative Policies													
5.1a	Identify 4 to 5 legislative policies that LADOT should explore for changing	Long-Range Planning				X					Each Year		
5.1b	Review the list with the LADOT Executive Team	Long-Range Planning				X					Each Year		
5.1c	Develop and implement a strategy for pursuing each legislative change, involving the City Council Offices, Office of the Mayor, other government agencies, and other stakeholders	Long-Range Planning					X				Each Year		
5.1d	Evaluate lessons learned with each policy change initiative and apply the strategy to future policy initiatives	Long-Range Planning						X			Each Year		
Capital Project Priorities													
5.2a	Develop an advanced planning list of needed Capital Projects linked to the Strategic Transportation Plan; set priorities for the Capital Projects to pursue funding for: <ul style="list-style-type: none"> ▪ Highway ▪ Pedestrian ▪ Bikes ▪ Safety 	Ken Husting (Highways); Kang Hu (Transit, Bikes); Pauline Chang (Pedestrian))					Urgent: Must begin now for Measure R ballot		X	X		Each Year	

Action Steps		Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
	<ul style="list-style-type: none"> ■ Transit ■ Other transportation enhancements ■ Etc. 											
5.2b	Review the list of needed Capital Projects with other City Departments that need to coordinate with LADOT	TBD	BSL, BOE, BSS	X								
5.2c	Review the list of needed Capital Projects with the City Council Offices	TBD	PIO		X			X				Each Year
5.2d	Develop a strategy to get the Capital Projects funded and implemented	Jaime de la Vega, GM				X				X		Each Year
CalTrans												
5.3a	Identify 4 to 5 priorities for LADOT to submit to CalTrans for integrating corridors and managing transportation networks in Los Angeles; the kinds of priorities to explore include: <ul style="list-style-type: none"> ■ Building on lessons learned from “Safe Routes to Schools” and expanding successful approaches to the greater Los Angeles area ■ Focusing on strategies to improve interchanges with City streets ■ Advising on changes to the freeway system that will improve on-ramp and off-ramp traffic flow ■ Working with CalTrans to establish compatible design standards with LADOT ■ Coordinating traffic flow via State highways that traverse the City of Los Angeles 	TBD		X								
5.3b	Re-establish the LADOT and CalTrans working meetings with Executive staff	Jaime de la Vega, GM	CalTrans		X							
5.3c	Each year, prepare another list of 4 to 5 priorities for LADOT to submit to CalTrans	Ken Husting					X				X	
5.3d	Engage the Mayoral Office and City Council Offices in reviewing and refining the list	Jaime de la Vega, GM	PIO									
5.3e	Ensure that the grants and funding covers the costs to	TBD										

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Action Steps		Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
operate, deliver, and maintain the technology and the program												
Metro												
5.4a	Identify 4 to 5 priorities for LADOT to submit to the MTA that could be “game changes” for managing transportation networks in Los Angeles (e.g., at grade rail, technology)	Ken Husting		X								
5.4b	Position LADOT as the expert resource on highway rail crossings for regular traffic, busses, and pedestrians	Jaime de la Vega, GM					X	X	X	X	X	X
5.4c	Each year, prepare another list of 4 to 5 priorities for LADOT to submit to the MTA	TBD					X				X	
5.4d	Engage the Mayoral Office and City Council Offices in reviewing and refining the list	Jaime de la Vega, GM	PIO								X	
5.4e	Ensure that the grants and funding covers the costs to operate and maintain the technology and program										X	
MetroLink												
5.5a	Identify 4 to 5 priorities for LADOT to submit to the MetroLink that would significantly improve transportation networks in Los Angeles	TBD										
5.5b	Position LADOT as the expert resource on rail crossings for regular traffic, busses, and pedestrians	Jaime de la Vega, GM					X	X	X	X	X	X
5.5c	Each year, prepare another list of 4 to 5 priorities for LADOT to submit to MetroLink	TBD					X				X	
5.5d	Engage the Mayoral Office and City Council Offices in reviewing and refining the list	Jaime de la Vega, GM	PIO								X	
U.S. Federal Government												
5.6a	Identify 4 to 5 priorities for LADOT to submit to the U.S. Department of Transportation and Federal Highway Administration that would significantly improve transportation networks in Los Angeles	TBD										
5.6b	Each year, prepare another list of 4 to 5 priorities for LADOT to submit to MTA	TBD					X				X	

KH

Action Steps		Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
5.6c	Engage the Mayoral Office and City Council Offices in reviewing and refining the list	Jaime de la Vega, GM	PIO				X				X	
5.6d	Ensure that the grants and funding cover the costs to operate and maintain the technology and program	TBD					X				X	

Resource Needs

- See AP Action Plan 1.



Action Plan AP6 – Technology and Modeling

Opportunity

ATSAC was originally conceived and developed solely to detect changes in traffic patterns and adjust timing within a traffic signal network. Since its inception, it has evolved and re-invented itself to be a reliable and adaptive platform for comprehensive transportation management. Added functions include transit priority, emergency vehicle priority, incident detection, traveler information, transportation improvement programming, active traffic management, and a test bed for new technology.¹² In addition, ATSAC's extensive fiber optic cable network runs all over the City and has surplus capacity for additional data capacity transmission.

Just as the ATSAC technology helped transform LADOT's level of sophistication in managing traffic flow and bus movement vis-à-vis its traffic light system, technology is key to future transportation solutions, including:

- Building a City-wide transportation model and verification of the model with real-time data
- Continuous upgrading of ATSAC
- Application of new technologies, such as iPhone apps
- Connected vehicles, building on ATSAC
- Integrating parking guidance with traffic management
- Parking enforcement technology

The primary uses of models are to:

- Test policy and planning proposals
- Evaluate transportation improvements
- Evaluate mega development project
- Estimate differences between alternatives

Objectives

LADOT must continue to invest resources in technology to optimize the street network. This Action Plan supports the data collection and analysis required for the Transportation Strategic Plan, long-range planning, and related initiatives. The objective is:

¹² "ATSAC: 25 Years Later", by John E. Fisher, P.E., T.E., PTOE, ITE Journal, July 2011.



- **Technology and Modeling.** Continue to use and integrate ATSAC and other transportation management technology with modeling capabilities to improve the traffic and transportation efficiency in Los Angeles

Detailed Action Steps

Overall Time Line	Start Date: Fiscal Year 2013-2014	End Date: June 2015; Ongoing
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Given the number of Action Plans to be implemented, this one will not be focused on until FY 2013-2014. The time line with assigned accountabilities should be defined by March 2013.

Action Steps		Accountability		2013	2013	2013	2014	2014	2014	2014	2015	2015
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
Technology and Modeling												
6.1	Unify LADOT's various data sources into a related and integrated system (including LADOT technology and websites, such as ATSAC, payment, pricing, parking availability, and related information)	ATSAC										
6.2	Enhance the ATSAC loop system to better capture turning volumes at intersections. Continue to use traffic and parking sensor data and other data available to prepare transportation and traffic models; collaborate with other public and private sectors (e.g., Google maps) for using the data to make apps for public use	ATSAC										
6.3	Develop trends and useful transportation statistics based on the traffic count database; create a visual representation of LADOT's traffic count data	ATSAC										
6.4	Develop a LADOT Technology Plan to address LADOT's technology needs, including maintenance, operations, upgrades, new technologies, advanced technologies, etc.; this Technology Plan should complement the Transportation Strategic Plan(s), already discussed	TBD										
6.5	Use available data to build and calibrate a new City-wide model	TBD										
6.6	Work with other departments with GIS systems (e.g., BOE's NavigateLA); train all technical staff and acquire	(see AP Action Plan 1)										



Action Steps		Accountability		2013	2013	2013	2014	2014	2014	2014	2015	2015
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
	dedicated GIS support staff as needed											
6.7	Develop and implement GIS-based tools for crash analysis and traffic safety assessment	TBD										

Resource Needs

LADOT should develop GIS systems, which will require GIS training for all technical staff and GIS support staff; see AP Action Plan 1. The primary resource needs are:

- Costs – look for funding opportunities to pay for the development of a City-wide model
- Training – already have basic training but best training is hands-on work with the software
- Staffing – a unit is needed to: 1) maintain, update ,and run the model and 2) coordinate major regional modeling updates with SCAG
- Data Collection – LADOT has access to a large quantity of relevant data that can help build a comprehensive City-wide model

Benefits

The benefits of new and improved modeling software are multiple:

- Greater ease in using the GIS platform
- Greater sensitivity to other modes (transit and bikes) and parameters (pricing - housing, fuel, parking, etc.)
- Expanded inputs allow for better results (outputs)
- Easier to automate the input of large quantities of data



Action Plan AP7 – Safety and Risk Reduction

Opportunity

Traffic-related collisions, especially those resulting in deaths, are significant and every effort must be taken to understand the causes of such collisions and what measures can best mitigate the causes. While fatality and injury rates have declined across the country¹³, the nationwide injury rate for pedestrians increased by 19%.

Los Angeles Traffic-Related Fatalities

Los Angeles has an average of 197 motor vehicle-related fatalities per year. Looking at the annual averages of motor vehicle-related fatalities for a five-year period (2005 through 2009), **Los Angeles has 1 fatality every 2 days or 1 fatality per 20,000 residents.**

Collision Type	Number of Fatalities					Change (2008 to 2009)	Five-Year Average
	2005	2006	2007	2008	2009		
<i>Motor vehicle involved with:</i>							
Pedestrians	83	87	77	93	72	-21	82.4
Other Motor Vehicles	68	79	68	76	71	-5	72.4
Fixed Objects	27	31	24	25	19	-6	25.2
Parked Motor Vehicles	10	9	7	14	7	-7	9.4
Bicycles	5	9	8	8	5	-3	7.0
Trains	0	3	1	0	1	+1	1.0
Total	193	218	185	216	175	-41	197.4
Average Number of Days Between Fatalities	1.9	1.7	2.0	1.7	2.1	+4	1.9
Average Number of Fatalities Per 20,000 Residents ¹⁴	1.02	1.15	0.98	1.14	0.92		1.04
Pedestrian Fatalities as a Percent of Total Fatalities	43%	40%	42%	43%	41%	-2%	42%
Other Motor Vehicles as a Percent of Total Fatalities	35%	36%	37%	35%	41%	+6%	37%

Source: LADOT Crossroads Software Traffic Collision Database.

In 2009, the greatest number of vehicle-related fatalities involves pedestrians (41%) and other motor vehicles (41%). This high percentage of pedestrian fatalities is in sharp contrast to the national average of 12%¹⁵.

¹³ <http://www-nrd.nhtsa.dot.gov/Pubs/811552.pdf>

¹⁴ Used as a constant the 2009 population of 3,792,621, based on the [State and County QuickFacts](http://quickfacts.census.gov/qfd/states/06/0644000.html) from the U.S. Census Bureau, Los Angeles (city), California, <http://quickfacts.census.gov/qfd/states/06/0644000.html>

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Although 2009 is an improvement over 2008 for all collision types and an overall improvement in number of fatalities for all years since 2005, there are some peaks and valleys in the details; for example:

- What happened in 2009 to result in fewer fatalities for all collision types, except trains, compared to 2008? Compared to the five-year average?
- What causes the fluctuations year-to-year in the number of pedestrian fatalities involving motor vehicles, ranging from a low of 72 fatalities to a high of 93 fatalities in a year? Weather? Road conditions? New safety educational campaigns?
- Why did the percent of fatalities involving other motor vehicles increased by 6% in 2009?

Los Angeles Traffic Collisions

LAPD reports collisions that have serious injuries but the City does not capture data on minor collisions. Trends in minor collisions may foreshadow the possibilities or more serious collisions. Even fender benders result in stress and increased costs to the involved parties. Without complete data, it is hard for LADOT to identify which corridors, streets, or intersections might require changes to reduce needless collisions. Compounding the situation further is that the various traffic collision databases are disparate, often times only residing on different LADOT staff members' desktop computers or on Excel spreadsheets. The safety data should link to LADOT's GIS, discussed in AP Action Plan 1 on the Long-Range Planning organization and AP Action Plan 6 on Technology & Modeling.

Greater Los Angeles Pedestrian Fatalities

Compared to national rates, fatality rates in the City of Los Angeles are high for children walking (under the age of four) and for elderly pedestrians (above the age of 70), but are below national rates for pedestrians age ten to 30. In the City of Los Angeles, the school age population experiences the highest number of pedestrian-vehicle collisions and collision rates. Children ages 5 to 9 and adults ages 20 to 49 are most frequently involved in pedestrian-related collisions. Children ages 9 and younger account for the largest group of pedestrians involved in vehicle-related collisions, about 18% of all collisions. The younger, school age pedestrians (ages 5 to 14) experience the highest collision rates:

- A rate of 114 vehicle-related collisions per 100,000 capita for the 5 to 9 age group
- A rate of 112 vehicle-related collisions per 100,000 capita for the 10 to 14 age group

¹⁵ Dangerous by Design Report, Transportation for America, <http://t4america.org/resources/dangerousbydesign2011/states/worst-metros/>



Compared to national pedestrian fatality rates, Los Angeles experienced above average rates (of 1.9 compared to 1.7 nationally per 100,000 population)¹⁶ in the year 2000, the last year with available comparative data.

Simultaneously, to address the epidemic of obesity in America, campaigns are encouraging more Americans to walk. This shift, unless aggressive actions are taken to address the pedestrian safety problem, could result in more pedestrian fatalities.

Los Angeles ranks 27th in terms of number of pedestrian fatalities per 100,000 people but 2nd in terms of total number of pedestrian fatalities in the nation. As part of its Dangerous by Design Report, Transportation for America examined ten years of pedestrian collision data and census data (2001 through 2009) for 52 U.S. metropolitan areas with populations greater than one million¹⁷. In this same report, Transportation for America produced a national ranking of the metropolitan areas, based on a Pedestrian Danger Index (PDI). Highlights of these multi-year trend findings are:

- Los Angeles-Long Beach-Santa Ana ranks 27 out of the 52 cities – the mid-point of the rankings – averaging 2 average annual pedestrian fatalities per 100,000 people.
- The combined number of traffic-related pedestrian fatalities for Los Angeles-Long Beach-Santa Ana is reported as 2,533, which places Los Angeles-Long Beach-Santa Ana 2nd in the nation – just after New York-Northern New Jersey-Long Island at 3,485 deaths.
- Los Angeles-Long Beach-Santa Ana’s PDI index is mid-range at 76.0, with the highest being 255.4 in Orlando-Kissimmee, Florida, and the lowest being 21.5 in Boston-Cambridge-Quincy, MA-NH.
- Los Angeles-Long Beach-Santa Ana ranked 2nd in the nation in the percentage of traffic fatalities that were pedestrians at 27.2%. The New York-Northern New Jersey-Long Island area ranked 1st with pedestrian fatalities representing 31.1%.
- Los Angeles-Long Beach-Santa Ana ranks 9th in the average annual pedestrian fatalities per capita at 2.1 fatalities per year per 100,000 people, compared to the U.S. average of 1.26 and the California average of 1.97. The New York-Northern New Jersey-Long Island ranked 10th, averaging 1.9 fatalities per 100,000 people.

The Dangerous by Design Report also graphically displays the pedestrian fatalities within a 60 miles radius of a zip code. Using the zip code of City Hall – 90012 – the number of pedestrian fatalities is more concentrated in the urban areas of the City of Los Angeles and along the coasts and eastward to San Bernardino.

¹⁶ “Pedestrian Collision in Los Angeles 1994 through 2000” Report, City of Los Angeles, Department of Transportation <http://www.ladot.lacity.org/pdf/PDF221.pdf>

¹⁷ Dangerous by Design Report. Transportation for America <http://t4america.org/resources/dangerousbydesign2011/states/worst-metros/>



Los Angeles's ranking and PDI (76.0) are not as good as 2 other mega cities. In looking at comparable cities, Los Angeles is at the mid-point but does not fare well when compared to such other mega cities as Chicago-Naperville-Joliet (PDI of 46.8) or New York Northern Jersey-Long Island (PDI of 30.4). Unfortunately, New York Northern Jersey-Long Island are ranked 1st in number of pedestrian fatalities at 3,485 deaths, ranked 1st in the percent of traffic fatalities that involved pedestrians at 31.1%, and ranked 10th in the annual pedestrian fatalities per 100,000 people at 1.9.

City Comparisons		Current PDI Ranking	Pedestrian Danger Index (PDI)	Number of Pedestrian Fatalities (2000-2009)	Quartile (1 st = Worst; 4 th = Best)
Across the United States					
Miami-Fort Lauderdale-Pompano Beach	Worst	4	167.9	1,555	1 st
Los Angeles-Long Beach-Santa Ana	↑	27	76.0	2,533	Mid-Point
Chicago-Naperville-Joliet	↓	38	46.8	1,322	3 rd
New York-Northern Jersey-Long Island	Best	50	30.4	3,485	4 th

Note: KH clustered the cities into the following Quartiles: 1st Quartile for worst (rankings 1-13), 2nd Quartile (rankings 14-26), Mid-Point (Los Angeles ranked 27th), 3rd Quartile (rankings 27-39), and 4th Quartile for best (rankings 40-52).

Los Angeles's ranking is average compared to other major metropolitan areas in California. Similarly, major California cities do not rank well compared to the nation. Four of the five largest cities in California rank at the mid-point or higher in the rankings with Riverside-San Bernardino-Ontario ranked 5th in the nation. This result seems contrary to a State that has had a long-standing motor vehicle policy of "Pedestrian Right-of-Way". San Francisco-Oakland-Fremont fared the best and had a higher percent of people walking to work – 4.3% versus 2.6% in Los Angeles-Long Beach-Santa Ana.

City Comparisons		Current PDI Ranking	Pedestrian Danger Index (PDI)	Number of Pedestrian Fatalities (2000-2009)	Quartile (1 st = Worst; 4 th = Best)
Within California					
Riverside-San Bernardino-Ontario	Worst	5	139.2	938	1 st
Sacramento-Arden-Arcade-Roseville	↑	21	90.7	377	2 nd
Los Angeles-Long Beach-Santa Ana		27	76.0	2,533	Mid-Point
San Diego-Carlsbad-San Marcos		28	74.7	623	2 nd
San Jose-Sunnyvale-Santa Clara	↓	30	68.4	274	3 rd
San Francisco-Oakland-Fremont	Best	41	38.5	685	4 th

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Note: KH clustered the cities into the following Quartiles: 1st Quartile for worst (rankings 1-13), 2nd Quartile (rankings 14-26), Mid-Point (Los Angeles ranked 27th), 3rd Quartile (rankings 27-39), and 4th Quartile for best (rankings 40-52).

On the basis of these data, Los Angeles has room to improve – both nationally and within California. Although Los Angeles is average compared to its peers in California, California overall does not compare favorably vis-à-vis cities in other states. Therefore, Los Angeles would benefit from lessons learned in other jurisdictions.

Transportation Safety Policies

Consistent with the Federal and California’s Highway Safety Plan and the Complete Street strategy, the City must ensure that transportation policies and street operations encourage and effect safe, responsible driving behavior and pedestrian cautionary measures. Enforcement and education programs should be expanded and improved to raise safety awareness for all users. High incidence crash monitoring reports should be used to address high risk locations and corridors. Safety assessment and counter-measures should be funded and implemented programmatically, as well as incorporated into development projects and transportation objectives. The City might explore different ways of configuring thoroughfares to improve safety. Some of the ideas include:

- Citywide safe assessment studies for developing, prioritizing, and programming funding for safety counter-measures (e.g., safe routes to school assessment study, safe routes to transit assessment study, etc.)
- Citywide safe routes to transit stops
- Rail crossing safety measures
- Proactive street and sidewalk design
- Traffic calming measures in residential, retail, and school areas

Liability Management

A 1998 LADOT report stated that the ***average “total LADOT settlement and judgment costs” averaged \$2 million per year*** (three-year average); approximately:

- 70% of the liability costs were attributed to general liability claims for a “dangerous condition” of public roadways in relation to traffic controls
- 30% to employee traffic collisions



A recent LADOT review indicated that the **average annual cost of third-party liability claims was \$7.6 million** (a five-year average). On the basis of the City Attorney’s statistics, the FY 2009-2010 **payout attributed to LADOT amounted to \$9.3 million; LADOT ranks third among City agencies in terms of the highest general liability claims, just below Fire and Police.**

Today, the engineering support for liability management is drawn *solely* from engineering managers already dedicated to perform other important LADOT functions, who at peak times of the year spend up to 50% of their work hours on litigation support.

In addition to identifying and addressing high-risk safety problems proactively, LADOT should explore better methods for a proactive maintenance inspection program of traffic devices and dedicate the necessary resources. Both of these approaches would go a long way in liability management and reducing related costs.

Safety Analysis

A State-funded, web-based Traffic Injury Mapping System (TIMS, a GIS crash data mapping tool) designed by the University of California, Berkeley, SafeTREC is available to the public and for LADOT’s use; however, LADOT needs greater capabilities for detailed manipulation of the data than the tool can provide. Consequently, LADOT pedestrian safety programs will benefit from the development of an internal tool for such analyses.

Objectives

- **Traffic-Related Fatalities:**
 - Reduce the average number of traffic-related fatalities from 175 in 2009 to less than 150 – a reduction of 15% – by 2015
- **Pedestrian Fatalities:**
 - Reduce the average number of traffic-related pedestrian fatalities from 72 in 2009 to less than 61 – a reduction of 15% – by 2015
 - Have Los Angeles move from its current rank of 27 out of 52 metropolitan areas to being ranked in the bottom 4th quartile – 39 or lower in the rankings – on the Pedestrian Danger Index (PDI) of the Transportation for America by 2019.
- **Litigation Costs:**
 - Reduce liability costs attributed to LADOT by at least 10% per year, which will cover related staffing and GIS investments.¹⁸

¹⁸ The City of Los Angeles is self-insured, making such savings even more critical for the taxpayers.



Detailed Action Steps

Overall Time Line	Start Date: January 2012	End Date: June 2014; Ongoing
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Action Steps		Accountability		2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
Safety and Risk-Reduction Through Technology and Modeling											
7.1	Work with LADOT’s Risk Management Division to establish the capability for traffic safety and evaluation within LADOT, involving: <ul style="list-style-type: none"> ▪ Identification and resolution of liability exposures ▪ Litigation investigations ▪ Litigation support ▪ Records of installation and maintenance 	Jaime de la Vega, GM	Pauline Chan (Pedestrians); Risk Management		X						
7.2	Develop an improved collision tracking tool and use the database to analyze trends; link this tool to GIS (see AP Action Plan 1 and AP Action Plan 6)	Pauline Chan (Pedestrians); Information Systems	Long-Range Planning; GIS								X
7.3	Partner with LAPD to ensure more complete and uniform traffic-collision data are captured and shared with LADOT, including exploration that LAPD citations might be collected and reported electronically via handheld devices	Pauline Chan (Pedestrians); Information Systems	LAPD				X				
7.4	Prepare routine safety reports with an information distribution strategy to: <ul style="list-style-type: none"> ▪ Identify locations with high incidents of collisions, focusing on liability and initiatives to mitigate or reduce the number of collisions ▪ Develop projects and programs, based on the empirical evidence ▪ Provide empirical evidence during “Call for Projects” 	Pauline Chan (Pedestrians)	Information Systems; GIS				X				



Action Steps		Accountability		2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
	<ul style="list-style-type: none"> ▪ Obtain other funding (refer to AP Action Plan 5 on grant funding priorities) ▪ Share the information with City Council offices ▪ Document on GIS where collisions, by type and location, have occurred ▪ Let the public know that the data are available on the State-funded, web-based Traffic Injury Mapping System (TIMS) 										
7.5	Research best practices in other cities that reduce targeted types of traffic-related collisions and fatalities	Pauline Chan (Pedestrians)					X				
7.6	Develop a Safety Plan Strategy (on the basis of safety trend analysis) as part of the overall Transportation Strategic Plan (see AP Action Plan 4); considering: <ul style="list-style-type: none"> ▪ Safety around schools ▪ High incident locations and corridors ▪ Transit Oriented Districts ▪ State’s Highway Safety Plan’s Target areas Work with City Council Offices to review the safety priorities, using a multi-year approach; coordinate this initiative with the AP Action Plan 5 on grant funding priorities	Pauline Chan (Pedestrians)	Long-Range Planning								X
7.7	Explore best practices for conducting routine maintenance inspections of traffic control devices and provide the necessary resources for a maintenance inspection program	Pauline Chan (Pedestrians)			X	X	X	X	X	X	
7.9	In conjunction with AP Action Plan 8, design and implement educational programs focused on safety	Luz Echavarria	Pauline Chan (Pedestrians)								X
7.10	Implement the Safety Plan Strategy and monitor trends; make adjustments to the Safety Plan Strategy as needed Note: This Safety Plan Strategy should be part of the overall Transportation Strategic Plan, discussed in AP Action Plan 4	Pauline Chan (Pedestrians)	Luz Echavarria								X



Resource Needs

- Reallocate staff resources to establish a capability to perform safety and evaluation functions within Safety and Risk Management
- At a minimum, reallocate 2.0 FTEs from the engineering staff so they can be 100% dedicated to safety and risk reduction:
 - 1.0 Transportation Engineer
 - 1.0 Transportation Engineering Associate II
- In addition to the GIS staffing outlined under AP Action Plan 1 and AP Action Plan 6, add one GIS staff person focused on safety statistics, tracking, and analysis.

Action Plan AP8 – Community Engagement and Educational Campaigns

Background

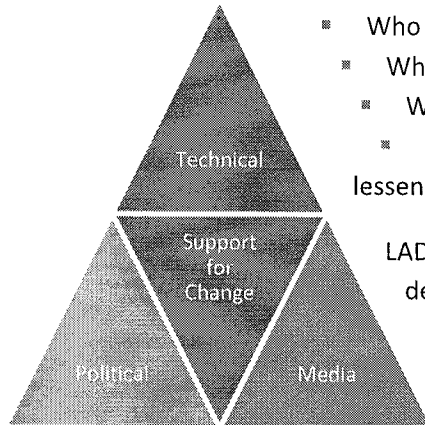
During the mid-1990s, LADOT downsized and eliminated staff dedicated to the Advanced Planning function, as discussed in the AP Action Plan 1. Since then, LADOT has become less proactive and more reactive to requests for transportation plans from other City departments, the Office of the Mayor, and the City Council. The public and other jurisdictions have portrayed LADOT as being “bureaucrats” only interested in moving vehicles. The Community Engagement and Education Campaign Action Plan will promote and educate the community on future LADOT transportation infrastructure plans and, in time, change public perception of LADOT.

Opportunity

It’s hard to live, work, or visit Los Angeles and not have an opinion about its traffic situation. Transportation affects the lives of every person in Los Angeles every day – whether they are commuters, school children, employees, businesses, or shut-ins. As such, LADOT has diverse stakeholders – both within and outside of City Government – who are also passionate about their positions regarding transportation in the greater Los Angeles area.

Stakeholder Analysis

Developing a strategy to build support for a transportation initiative requires analysis of the stakeholders’ perspective on any given issue¹⁹:



- Who has the authority or responsibility for the various elements that must be in alignment for success?
- Who are the beneficiaries of the change?
- Who can LADOT partner with?
- Who are the advocates for the initiative? How can LADOT leverage the advocates for the change to help lessen the impact of those advocates who are against the change?

LADOT must make decisions based on its expertise and professional judgment. Once the best course of action is determined, LADOT leadership can then identify the best means for garnering the necessary political support and media coverage... and it’s important to keep in mind that supporters on one issue might be resisters on another initiative.

¹⁹ Model developed by Jaime de la Vega, General Manager, LADOT.



Stratification of Stakeholders

Examples of some of the stakeholders are:

Types of Stakeholders	Within City Government	Outside of City Government (Examples Only)
Accountability Points	<ul style="list-style-type: none"> • Elected Officials (e.g., Mayor, City Council members, City Controller) • LADOT Commissioners • Chief Administrative Officer (CAO) • Other City departments 	<ul style="list-style-type: none"> • Taxpayers • MTA • Caltrans • MetroLink • CEQA • Air Quality Management District (AQMD) • Coastal Commission • California Transportation Commission (CTC) • Southern California Association of Governments • Other local elected officials (e.g., County of Los Angeles Board of Supervisors) • State elected officials • Public Utilities Commission (PUC) • Federal agencies (e.g., Federal Transportation Agency, ADA compliance, OSHA compliance)
Service Beneficiaries	<ul style="list-style-type: none"> • City Council members • Neighborhood Councils • Other City Departments (e.g., Public Works, Planning, LAPD) 	<ul style="list-style-type: none"> • Residents • Businesses • Visitors and tourists • School children
Partners and Collaborators	<p><i>On any given initiative, any of the Accountability Points or Service Beneficiaries can become partners with LADOT.</i></p>	<ul style="list-style-type: none"> • LAUSD • Exposition Construction Authority • MTA • CalTrans • Developers • Special venues (e.g., Dodger Stadium) • Contractors and consultants (e.g., DASH, smart lease meters) • Residents

Types of Stakeholders	Within City Government	Outside of City Government (Examples Only)
Advocates – Positive Pressure Points		<i>Varies based on the transportation issue:</i> <ul style="list-style-type: none"> • Chambers of Commerce • Homeowners’ associations • Special interest groups (e.g., Bicycle Coalition, Bus Rider Union) • Nonprofit groups • Community-based organizations • Building industry • Media • Etc.
	<i>On any given initiative, any of the Accountability Points or Service Beneficiaries can become advocates – either in support of or against a LADOT initiative.</i>	
Advocates – Negative Pressure Points		<i>Varies based on the transportation issue:</i> <ul style="list-style-type: none"> • Chambers of Commerce • Homeowners’ associations • Special interest groups (e., no-growth advocates) • Nonprofit groups • Community-based organizations • Building industry • Media • Etc.

Objectives

It is important to have campaigns to educate the public about the convenience and benefits of an expanded transportation network and LADOT’s Transportation Strategic Plan. In addition, such campaigns will be critical for making streets safer, discussed in AP Action Plan 7. Finally, LADOT must build commitment to long-term solutions that will withstand the test of time and changes in political office holders. The objective is:

- Develop campaign strategies that will help LADOT engage community and political leaders and educate the public about:
 - The convenience of expanded transportation networks
 - The Department’s Transportation Strategic Plan
 - The vision to design Los Angeles streets for the 21st century



Detailed Action Steps

Overall Time Line	Start Date: Fiscal Year 2013-2014	End Date: June 2015; Ongoing
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Given the number of Action Plans to be implemented, this one will not be focused on until FY 2013-2014. The time line with assigned accountabilities should be finalized by March 2013.

Action Steps	Accountability		2013	2013	2013	2014	2014	2014	2014	2015	2015
	Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
Community Engagement and Educational Campaigns											
8.1 Designing Education Campaign											
Develop distinctive and memorable campaign themes, a LADOT “brand”, and a variety of messages to promote the Strategic Plan and initiatives	Bruce Gillman (PIO)	Luz Echavarria									
Use a social media program to enhance outreach and communication for internal and external uses	Luz Echavarria										
Ensure all marketing materials are in multiple languages specific to our audiences (e.g., Spanish, Mandarin, Korean, Armenian, Russian, Thai, etc.)	Luz Echavarria										
Use publications, newspapers, internet, blogs, and social media to profile LADOT team members to get our messages out; for example: <ul style="list-style-type: none"> * <u>Forbes Magazine</u> profiled ATSAC and Ed Yu * <u>Downtown News</u> ride along with Traffic Officer Liz Pallares * <u>LA Times</u> ‘green bike lanes’ on Spring and First Streets, which highlighted paint and striping field crew Such promotion can help “personalize” LADOT and promote what LADOT does and how it benefits Angelenos, businesses, and visitors.	Bruce Gillman (PIO)	Luz Echavarria									
8.2 Community Engagement											
Develop partnership with other City Departments and governmental agencies, particularly LADCP	Bruce Gillman (PIO);	LADCP (Claudia									

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Action Steps	Accountability		2013	2013	2013	2014	2014	2014	2014	2015	2015
	Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
	Luz Echavarria	Rodriguez)									
Establish quarterly meetings with the Mayoral and the City Council Transportation Deputies (also recommended under AP Action Plan 2)	Jaime de la Vega, GM										
Establish routine meetings with: <ul style="list-style-type: none"> ▫ Peer-to-peer with other City departments (e.g., BOE, BSS, and BSL) ▫ External partners, such as CalTrans 	TBD										
Develop educational materials and training programs for staff to present to groups	Luz Echavarria										
Increase participation through coordinated outreach efforts, particularly electronic survey and bulletin distribution, through: <ul style="list-style-type: none"> ▫ D.O.N.E. in the Mayor’s Office/Neighborhood Councils (with more than 20,000 emails throughout the City) ▫ City Council offices emails and distribution lists ▫ Mayoral emails and distribution lists ▫ LADBS newsletter 	Luz Echavarria										
8.3 Safety and Schools											
Develop strategies so that projects can emerge from the communities, as per the “Safe Routes to Schools” model, and possibly adapt community engagement principles from such experts as John McKnight’s Asset-Based Community Development (ABCD) model	Luz Echavarria	Pauline Chan									
8.4 Performance Metrics											
Maintain data base of associations and participants	Luz Echavarria										
Quantify organizations and numbers of respondents participating in meetings, surveys, workshops, etc.	Luz Echavarria										
Track number of visitors to web sites and blogs (i.e., Westside Mobility study, LADOT Bike Blog)	Luz Echavarria										

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Action Steps	Accountability		2013	2013	2013	2014	2014	2014	2014	2015	2015
	Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
Review media coverage; track all media requests	Bruce Gillman (PIO)										

Resource Needs

None at this time.



Action Plan AP9 – Development Reform

Opportunity

As highlighted in the Development Reform Strategic Plan: Building a Better LA²⁰ (another KH Consulting Group project), land development in Los Angeles is a complex and time-consuming undertaking. Developers must go through an onerous and unpredictable process that often requires the help of consultants and expeditors. Communities are skeptical about the ability of the current system to protect the quality and unique characteristics of their neighborhoods. For all involved, the process is lengthy, filled with uncertainty, and full of bureaucratic hazards that can either derail a sound development proposal or drag out the decision to reject a project that is not tenable.

The City is well aware that the current system slows the flow of investment into Los Angeles, and puts the City at a competitive disadvantage against cities in the region and across the nation. In response, the City launched Development Reform to make Los Angeles a premiere place to live, work, and visit. The outcome was the development of a strategy to be implemented immediately, with some initiatives needing three or more years for full implementation. The City’s values for land development are to PLAN smart, WORK smart, and DELIVER smart. SMART stands for:

S eamless	M ake It Happen	A ccountable & Transparent	R esponsible & Responsive	T eamwork
------------------	------------------------	-----------------------------------	----------------------------------	------------------

LADOT is one of the City’s Departments that is critical to the success of Development Reform. LADOT’s General Manager sits on the Development Services Cabinet.

Objectives

- **Development Reform.** Continue to work with Development Reform to help make Los Angeles “... the best place to live, work, and visit...”, focusing on LADOT’s role in processing B-Permits and other permits efficiently, an integrated cashiering function, co-locating services, participating in the Development Services Case Management office, sharing a common portal for Development Services, and other related activities.

Detailed Action Steps

Overall Time Line	Start Date: January 2012	End Date: June 2014; Ongoing
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²⁰ http://www.losangelesworks.org/resources/uploads/Dev_Reform_Strategic_Plan_Vol_1.pdf



Action Steps		Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
Development Reform												
9.1	Ensure coverage and active participation at the Development Services Cabinet meetings	Jaime de la Vega, GM	P&LU	In Progress								
9.2	Participate in the Funding Implementation Improvement Team (IIT), which is identifying fees to recover Department costs and single cashiering services, using debit cards or draw-down accounts	F&A										
9.3	Be a full participant in the Development Services Case Management office	Development Services (formerly P&LU)		In Progress								
9.4	Expedite the B-Permit processing; use the refined B-Permit management software from the Bureau of Engineering (BOE)	Verej Janoyan	Judy Wong	X	X							
9.5	Participate fully in the City's efforts to update Community Plans, plans for Transit Oriented Districts (TODs), and the General Plan and Mobility Element revisions (see AP Action Plan 3)	Long-Range Planning										
9.6	Participate in Zoning Code Reform to ensure the new zone codes support LADOT's transportation strategy, considering: <ul style="list-style-type: none"> ▪ Streetscapes (form-based versus Euclidean zoning) ▪ Resident parking preferences ▪ Parking meter locations ▪ Taxi stands ▪ Parking garage locations ▪ Transit connections ▪ Etc. 	Long-Range Planning										
9.7	Participate in the Technology Implementation	IT; Business										



Action Steps	Accountability		2012	2012	2012	2013	2013	2013	2013	2014	2014
	Lead	Support	Jun	Sept	Dec	Mar	Jun	Mar	Dec	Mar	Jun
Improvement Team (IIT) and the Process Improvement Implementation Team (IIT) to ensure LADOT's processes and technology are compatible and supportive of seamless Development Services activities across the City	Solutions										
9.8 Participate in the CEQA Implementation Improvement Team (IIT) and its implementation efforts	Dee Allen										

Resource Needs

None.

APT Team Members Involved

- Amir Sedadi
- Arsen Mangasarian
- Brian Gallagher
- Carlos Rios
- Daniel Mitchell
- Detrich (Dee) Allen
- Edward Yu
- Jay Kim
- Kang Hu
- Ken Hustin
- Luz Echavarria
- Pauline Chan
- Roy Kim
- Sean Haeri
- Susan Bok
- Tomas Carranza
- Verej Janoyan
- Gayla Kraetsch Hartsough, KH Consulting Group



B – Action Plan: Human Resources (HR)

Opportunity

LADOT, struggling with budget and staffing reductions, is feeling the repercussions in the management and development of staff. The inability to backfill positions, combined with the limited training and development budget, has led to LADOT assigning staff into management roles for which they have little or no training.

A limited number of LADOT employees have benefited from past training opportunities. Only 44 training sessions were provided by LADOT and 6 employees attended 24 of them in a recent year. In the LADOT 2010-2011 Annual Training Survey, a report that LADOT prepares for the City's Department of Personnel, there were a total of 508 reported training sessions. Of these, 439 training sessions were mandatory training on the City's new financial system (FAMS); the training was provided by the Office of the City Controller. Of the remaining 69 training sessions, 25 involved LADOT employees who attended the Complete Streets Conference. The remaining 44 training sessions were attended by 26 LADOT employees (and 6 employees attended 24 of them).

KH's Activity Analysis Survey revealed that only 3% of time is spent on people management activities. Working managers, especially when they have little background and experience in management skills, tend to avoid the challenging aspects of people management in favor of performing work they enjoy and for which they have been trained. In addition, Personnel Services' reductions have strained its ability to respond to a growing need. This situation has led to the following consequences:

- Managers not fulfilling key management responsibilities, such as performance reviews, disciplinary documentation, and staff development
- Lengthy cycle times for disciplinary practices
- A dated Manual of Policies and Procedures that provide guidance and direction regarding personnel matters
- Different applications of personnel policies and procedures, resulting in accusations of favoritism and inconsistency in the handling of the work force within and across organizational units
- Crisis management of personnel issues, consuming inordinate amounts of management time and organizational resources while distracting the organization from its core functions



During the past decade, LADOT has had frequent changes in leadership and priorities. Because substantive cultural change in an organization takes a sustained effort over time, commitment to organizational change efforts may be met with hesitation and skepticism about “will we still be headed in this direction next year?” This context will add to the challenge of implementing change in the organization.

Proposed Strategy/Change

Addressing these issues will require a multi-faceted approach to:

- Address management and supervisory development needs
- Establish an organizational network through LADOT of Human Resources Points of Contact
- Improve discipline and grievance processes and issues, thereby, reducing the number and amount of time required
- Transform Personnel Services into a contemporary Human Resources service, providing training and development programs
- Expedite record-keeping and Human Resources Information Systems (HRIS)
- Instill a “learning organization” culture within LADOT

Management and Supervisory Development

Trained, confident, and competent supervisors are necessary for LADOT’s success. Strengthening the human resource capacity throughout the organization, through coaching, training, and development, is critical and will require the participation and support of Executive Management. At the same time, developing support and monitoring systems to ensure that critical elements of human resource management are in place must be built. Supervisors and managers must know both how to handle their responsibilities and that they will be expected to do so, particularly in the areas of discipline, performance review, and staff development. The active engagement of all LADOT employees requires the effective supervision and development of all employees and a focus on human resources that is part of LADOT’s daily endeavors.

Network of Human Resources Points of Contact

LADOT should establish an HR Point of Contact (POC) within each Division to:

- Provide the Division manager with HR support and feedback
- Identify training needs within the Division and potential sources of that training
- Track HR issues important to the Division manager
- Act as the liaison between the Division and Personnel Services/Human Resources (PS/HR)
- Provide guidance to supervisors, managers, and employees within the Division



- Identify and share HR issues with Division management and supervisors
- Develop solutions to HR issues with other Divisions and PS/HR

These job responsibilities should be priorities of the individual assigned as the Division HR POC and not simply be “additional duties” competing with other already assigned tasks. If available and as appropriate, Light Duty or Reasonable Accommodation staff could be considered for this position.

Discipline and Grievance Process Improvements

Discipline and grievance process improvements should begin with implementing an on-line process with fillable forms with examples that can be tracked. This should be augmented with a program to track and monitor grievances and disciplinary actions by Division.

Organizational Shift to Human Resources Model

Personnel Services should transform itself into a meaningful Human Resources organization that reflects best practices of the 21st century. Human Resources must re-evaluate its priorities and approaches. While attempting to accomplish all that had been done before, Departmental and Service-level staffing cuts have led to frustration, delays, “fire-fighting” and the inability to focus on, assess, and prioritize human resource work effectively. Thinking about what is no longer necessary, what can be streamlined and automated, and what must be expanded will be central to overall success.

The simple act of changing the name from Personnel Services to Human Resources will emphasize the importance of doing more than the traditional City-personnel tasks. As a Human Resources service, it will become a resource to managers as they address productivity, organizational change, and staff development. Particular attention will need to be paid to training and development to provide the basis on which to achieve Departmental goals. *(Note: For simplicity, this expanded role of Personnel Services to Human Resources is referred to as PS/HR in the balance of this Action Plan.)*

Human Resources Record-Keeping and Information Systems

Better record keeping and human resources information systems (HRIS) that provide current and accurate information will need to be developed. Current or recent initiatives include:

- The Attendance Monitor System (AMS) has been implemented.
- The Confidential Records System (CRS) and the Personnel Management Information System (PMIS) are under development and need to be implemented; they will support the needs of managers and allow for PS/HR analysis and forecasting.



- A review of the LADOT Manual of Policies and Procedures (MPP) is currently underway to ensure that it reflects current practices. The MPP and other HR guidelines and reports should be available online, searchable, and user-friendly.

LADOT as a Learning Organization

The construct of a learning organization is a useful one to explore. A simple definition of a learning organization is an organization in which people at all levels, individually and collectively, are continually increasing their capacity to produce results they really care about. A few characteristics of a learning organization are a culture of trust, open and reliable communication, co-operation among individuals and groups, and goals and values that resonate with first-line employees as well as management. Human Resources and management alike will need to focus on organizational development if LADOT is to evolve as a learning organization.

Objectives

- Improved handling and documentation of informal and formal discipline and grievances by supervisors and management and consequently a reduction in the time spent by PS/HR staff by December 2012
- Reduce cycle-time for formal discipline and grievances by at least two weeks by December 2012
- All supervisors have basic supervisory training by December 2012
- PS/HR is perceived as a pro-active and valuable resource when addressing issues of absenteeism, discipline, organizational and staff development, and other human resource issues
- Increased accuracy and availability of Human Resources data and information

Expected Benefits

- Improved performance: A better trained and supervised work force that can respond to the changing transportation needs of Los Angeles
- Increased numbers of supervisors that have the knowledge and resources to train, develop, and motivate their employees
- Improved employee morale
- Fewer grievances
- An environment conducive to achieving the benefits of a learning organization



Detailed Action Steps

Overall Time Line	Start Date: December 2011	End Date: December 2012; then Ongoing
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Action Steps	Accountability		2012	2012	2013	2013	2013	2013	2014	2014
	Lead	Support	Jun	Dec	Mar	Jun	Mar	Dec	Mar	Jun
HR1. MANAGEMENT AND SUPERVISORY DEVELOPMENT										
HR1a. Management and Supervisory Development – Design and implement a training program to improve management and supervisory skills										
1. Identify current supervisors who need to attend supervisory training	Divisions		X	X						
2. Use existing training modules (LADOT Intranet) to provide supervisory training	PS/HR		X	X	X	On-going				
3. Identify external training opportunities related to management and supervisory development (LA City, other government agencies, associations, universities, and contract services)	PS/HR			X						
4. Evaluate training received; use evaluations to recommend future training	Attendee, Attendee's Supervisor	PS/HR				X				
5. Assign mentor/senior to employees for specifically identified individual training issues (possible outcome of informal discipline/employee development process)	Divisions			X	X					
HR1b. Performance Reviews – Pilot a program of Quarterly Coaching Discussions (QCDs)										
6. Develop simplified Intranet-based Quarterly Coaching Discussion (QCD) forms, focusing on staff development with evaluation matrixes that list core job responsibilities and associated job factors. Include a section that links job responsibilities with value-added statements showing benefits to Los Angeles (e.g., building on existing forms such as PDAS 28 ef (Rev.8/08), as a starting point)	Divisions, Division HR POC	PS/HR, Business Solutions Group	X	X						
7. Develop draft procedures addressing the use the QCD	PS/HR	Divisions		X						
8. Alert employees who are in the pilot Division about the	Division	Division HR		X	X					



Action Steps		Accountability		2012	2012	2013	2013	2013	2013	2014	2014
		Lead	Support	Jun	Dec	Mar	Jun	Mar	Dec	Mar	Jun
QCD program and its goals during routine staff meetings			POC								
9.	Review, test, and evaluate developed QCD forms and procedures	Division HR POC	Division Supervisors and Employees			X	X				
10.	Develop QCD training	PS/HR	Division HR POC		X	X					
11.	Monitor initial "live" testing of the QCD process	Division HR POC	PS/HR			X	X				
12.	Develop a method to track and report on the QCD process to enable Divisions to monitor the pilot	Division HR POC	BSG		X	X	X				
13.	Share QCD pilot efforts with other Divisions	Division HR POC	Management Group				X	X			
14.	Implement QCD to other Divisions	Other Divisions	PS/HR					X			
HR2. HUMAN RESOURCES NETWORK – Establish a Human Resources Point of Contact (HR POC) within each Division											
15.	Design detailed description of responsibilities of POC	PS/HR	Divisions	X	X						
16.	Develop HR POC program, including training, regular meeting schedules, and feedback mechanism	PS/HR	Divisions	X	X						
17.	Assign an individual within each Division to be the HR POC	Division Managers		X	X						
18.	Implement the HR POC program	PS/HR	Divisions		X	X					
19.	Evaluate program success; modify as necessary	PS/HR	Divisions						X		On-going
HR3. DISCIPLINE AND GRIEVANCES											
HR3a. Disciplinary Process											
20.	Flowchart discipline process (MPP251) showing maximum and target time intervals for all disciplinary actions in this order: <ul style="list-style-type: none"> ▪ Oral Warning ▪ Written Reprimand ▪ Notice to Correct 	PS/HR	Divisions	X	X						



Action Steps	Accountability		2012	2012	2013	2013	2013	2013	2014	2014
	Lead	Support	Jun	Dec	Mar	Jun	Mar	Dec	Mar	Jun
<ul style="list-style-type: none"> ▪ Suspensions and Discharge ▪ Disciplinary Pay Status Option 										
21. Develop “fillable” forms for documenting disciplinary actions with samples and instructions	PS/HR	Divisions		X						
22. Post disciplinary templates, samples, and instructions on the LADOT Intranet	BSG	PS/HR		X	X					
HR3b. Grievance Process										
23. Flowchart grievance process showing maximum and target time intervals for the steps of the Grievance Process <ul style="list-style-type: none"> ▪ Informal Discussion ▪ Formal Grievance ▪ First Level Review ▪ Second Level Review ▪ Grievance Appeal KH has prepared a sample grievance flowchart for one of LADOT’s MOUs, which is displayed at the end of this Action Plan	PS/HR	Divisions		X						
24. Develop “fillable” forms for grievance steps with samples and instructions	PS/HR	Divisions		X						
25. Post grievance templates, samples, and instructions on the LADOT Intranet	BSG	PS/HR		X	X					
HR3c. Analysis of Disciplinary and Grievance Trends										
26. Track Division discipline issues and grievances and provide guidance to supervisors and managers	Division HR POC	PS/HR		X	X	On-going				
27. Complete testing and put into production the discipline, grievance, and complaint tracking system – Confidential Records System (CRS)	BSG	PS/HR			X					
28. Implement the CRS tracking system	PS/HR					X				
29. Establish standard CRS reporting requirements and alert thresholds	PS/HR	Divisions				X				
30. Issue CRS reports as appropriate. Provide analysis and support to Divisions	PS/HR					X	On-going			



Action Steps	Accountability		2012	2012	2013	2013	2013	2013	2014	2014
	Lead	Support	Jun	Dec	Mar	Jun	Mar	Dec	Mar	Jun
HR4. HUMAN RESOURCES ORGANIZATION – Personnel Services should be transformed into a Human Resources operations that provides professional services; it should use technology, training, and procedural reviews to reduce workload, thereby making time available for developing a truly strategically-oriented Human Resources function, starting with a training and development program										
HR4a. Human Resources Name										
31. Change the name of Personnel Services to Human Resources to reflect its expanded role in training and development and other human resources areas	Jaime de la Vega		Done							
HR4b. Human Resources Outreach										
32. Meet monthly with Division management and regularly with HR POCs to prioritize and identify human resource support needs	PS/HR	Divisions	X	X	X	X	X	X	X	On-going
33. Visit and observe Division work sites to understand the daily work environment	PS/HR	Division HR POC	X	X	On-going					
34. Analyze relevant human resources data to anticipate potential issues or trends in the Department and for Divisions, e.g., review scope of work versus job class assigned to ensure appropriate placement of employees	PS/HR			X	On-going					
35. Establish a method to solicit and review employee suggestions for improvement regarding their jobs and the department	Divisions	PS/HR			X	X	On-going			
HR4c. Human Resources Policies and Procedures										
36. Review PS/HR Sections of the MPP for relevancy and completeness and make appropriate changes	PS/HR					X	On-going			
37. Solicit feedback and suggestions from Divisions regarding the improvement and usefulness of MPP HR Sections	PS/HR	Division HR POC					X			
38. Review proposed changes to determine any possible conflicts with LA City policies and procedures	PS/HR	LA City Personnel						X		
HR4d. Training and Development										
39. Establish and staff a Training Unit within PS/HR	Senior Management	PS/HR		X	X					
40. Develop a required/recommended training matrix by Class	HR POC	Divisions		X	X	X				



Action Steps	Accountability		2012	2012	2013	2013	2013	2013	2014	2014
	Lead	Support	Jun	Dec	Mar	Jun	Mar	Dec	Mar	Jun
Title for Divisions										
41. Implement the Transportation Engineering Associates (TEA) job rotation program	Divisions	PS/HR		X						
42. Develop and implement job rotation and training programs for other engineering classes up to and including Senior Transportation Engineer	Divisions	PS/HR			X					
43. Work with LADOT Subject Matter Experts (SME) to develop and provide training	Division HR POC	PS/HR		X	X	X	On-going			
44. Identify current training needs	Division HR POC	PS/HR				X	On-going			
45. Assign mentor/senior to employees for specifically identified individual training issues(possible outcome of informal discipline/employee development process)	Divisions	Division HR POC				X	On-going			
46. Identify external training opportunities (LA City, other government agencies, associations, universities, and contract services)	PS/HR	Division HR POC				X	On-going			
47. Evaluate training received; use evaluations to recommend future training	Attendees; Attendees' Supervisors	Division HR POC, PS/HR				X	On-going			
HR5. HR RECORD-KEEPING (Note: Given the number of Action Plans to be implemented, this one will not be focused on until FY 2013-2014. The time line with assigned accountabilities should be defined by March 2013.)										
48. Develop and implement the Personnel Records Management System (PRMS), which supports and automates HR processes (e.g., Leave of Absences)	BSG	PS/HR					X			
49. Develop "fillable" forms for appropriate processes other than Discipline and Grievance with samples and instructions	PS/HR	Divisions					X	X		
50. Post templates, samples, and instructions on the LADOT Intranet	BSG	PS/HR						X	X	



Resource Needs

Training Staff within PS/HR – Begin with 1.0 FTE to analyze training needs, identify training resources, develop a training plan, implement the training plan, evaluate effectiveness of the training program, and make corrective courses of action as needed

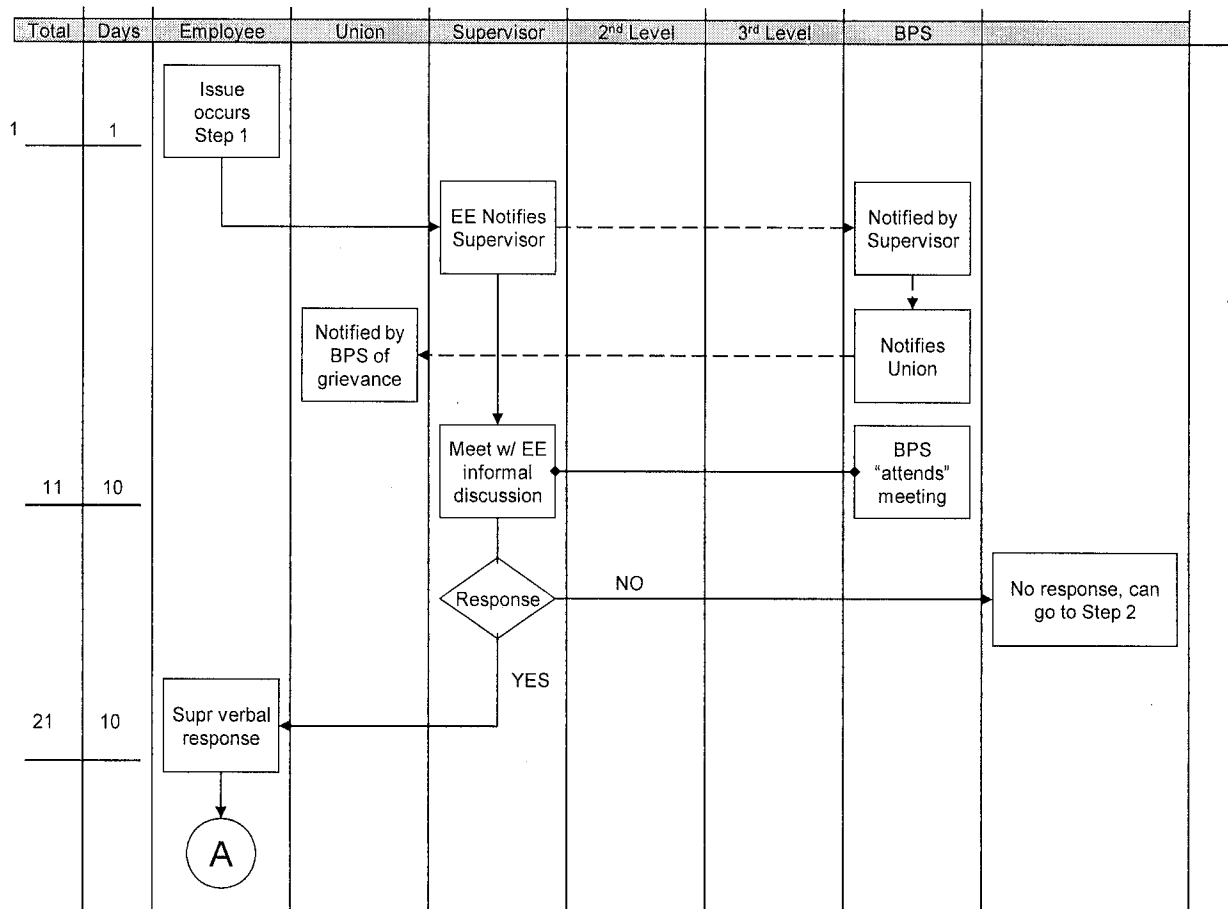
APT Team Members Involved

- Asmar, Nader
- Brito, Sandra
- Crisan, Mark
- Fick, John
- Harrahill, Don
- Janoyan, Verej
- Miller, Caryl
- Mustafa, Zaki
- Savelli, Gregory
- Stanford, Greta
- Taylor, Katherine
- Willis, Vanessa
- Wong, Judy
- Jeffrey Hartsough, KH Facilitator

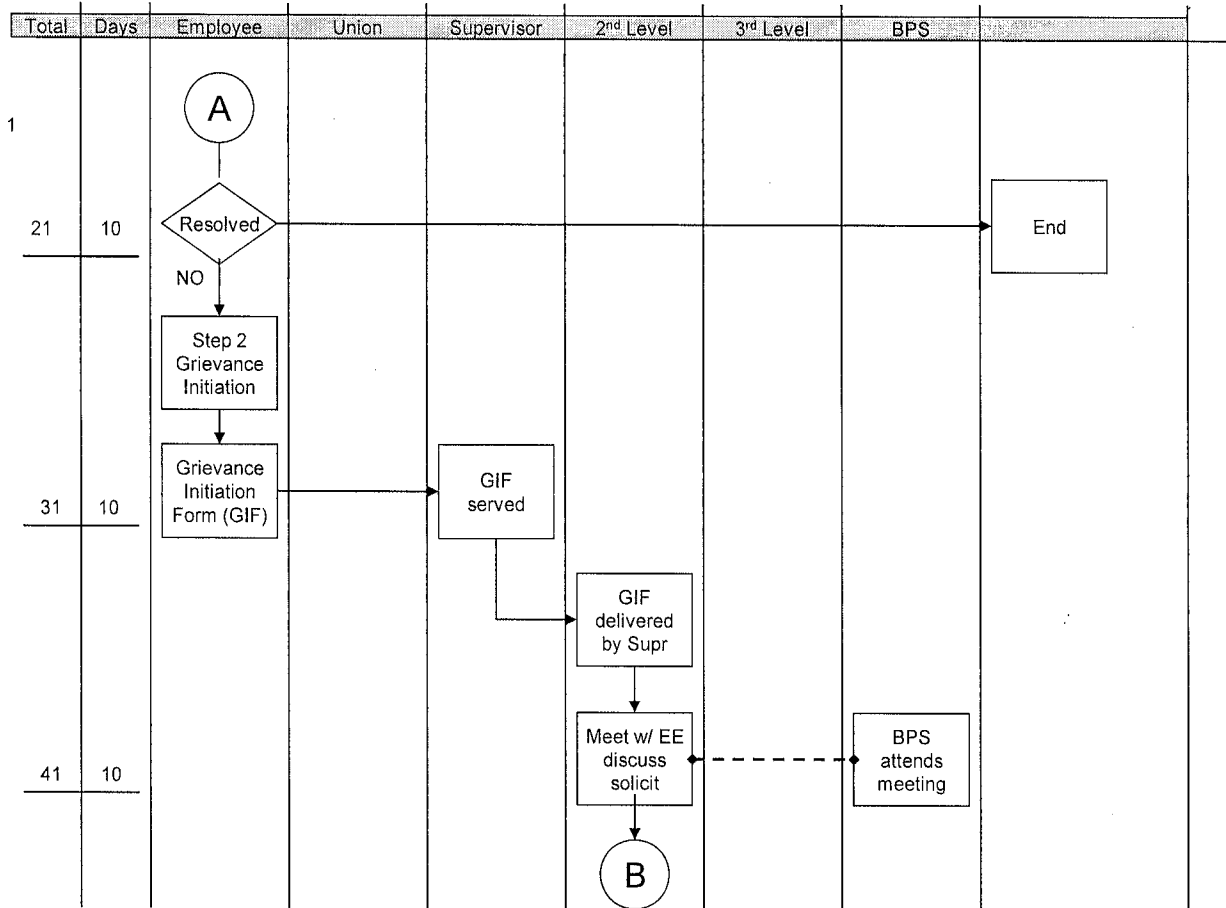
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Attachment – Sample Flow Chart of a Grievances Process for One of LADOT’s MOUs

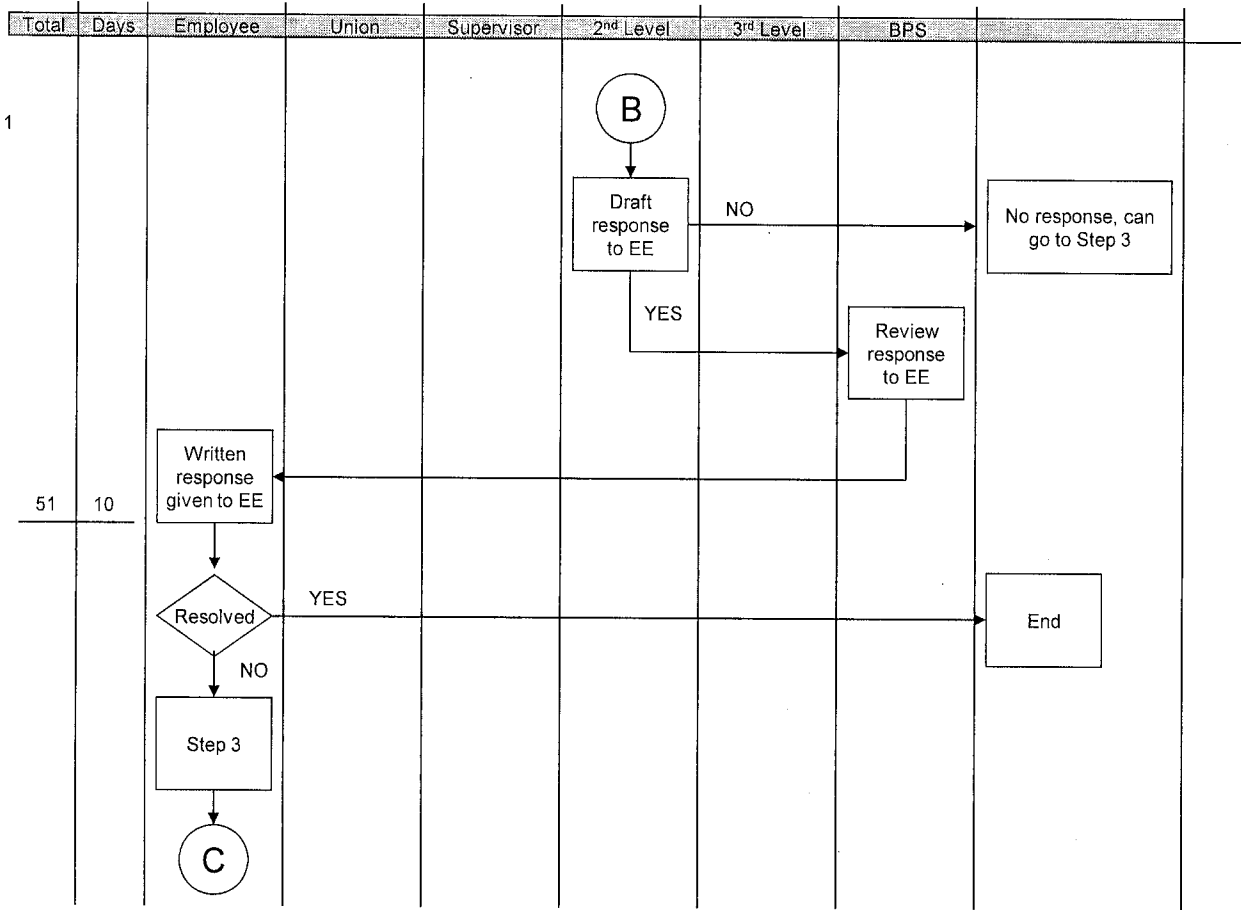
Note: KH prepared this flowchart to demonstrate the kind of thinking and detail required.



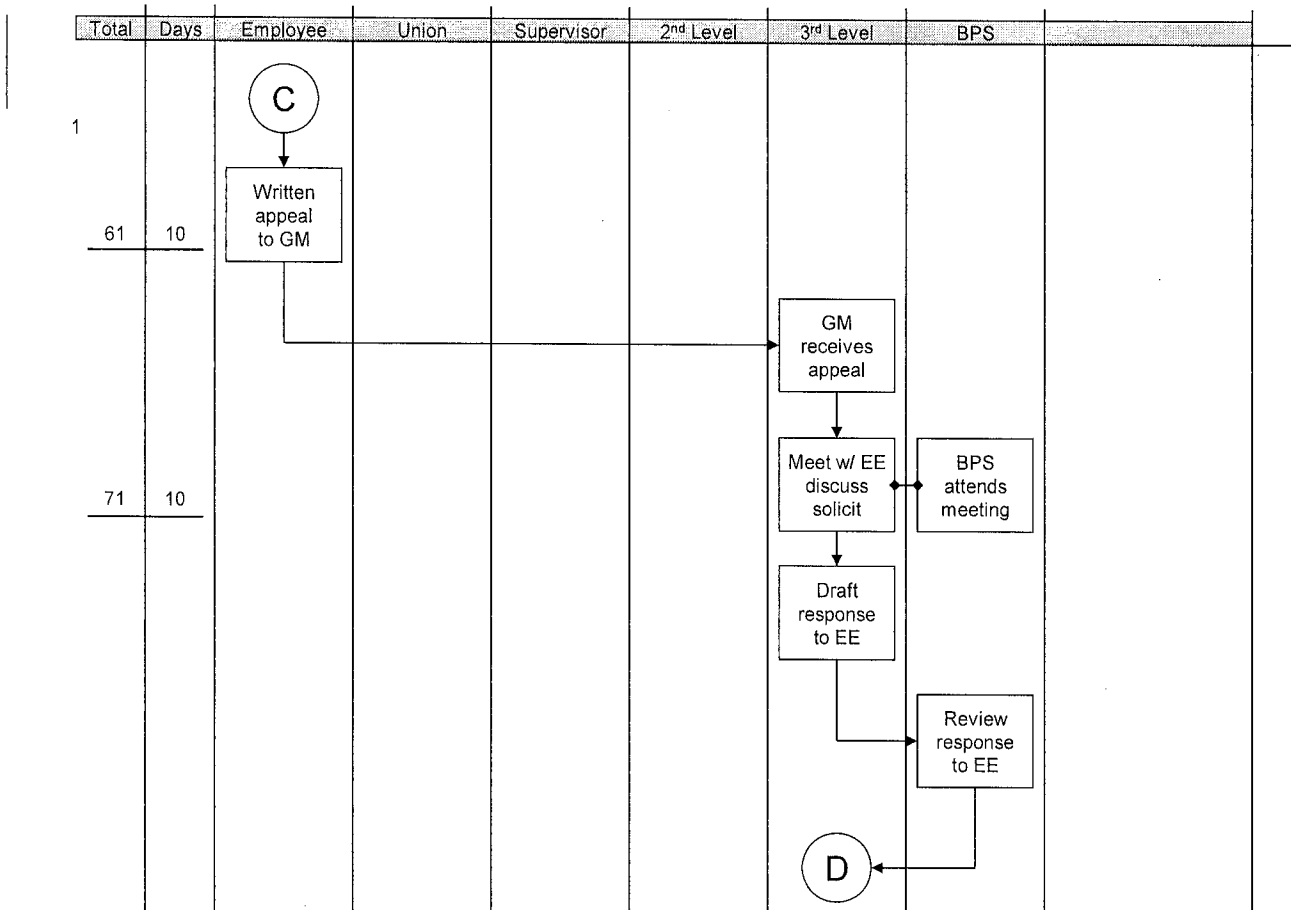
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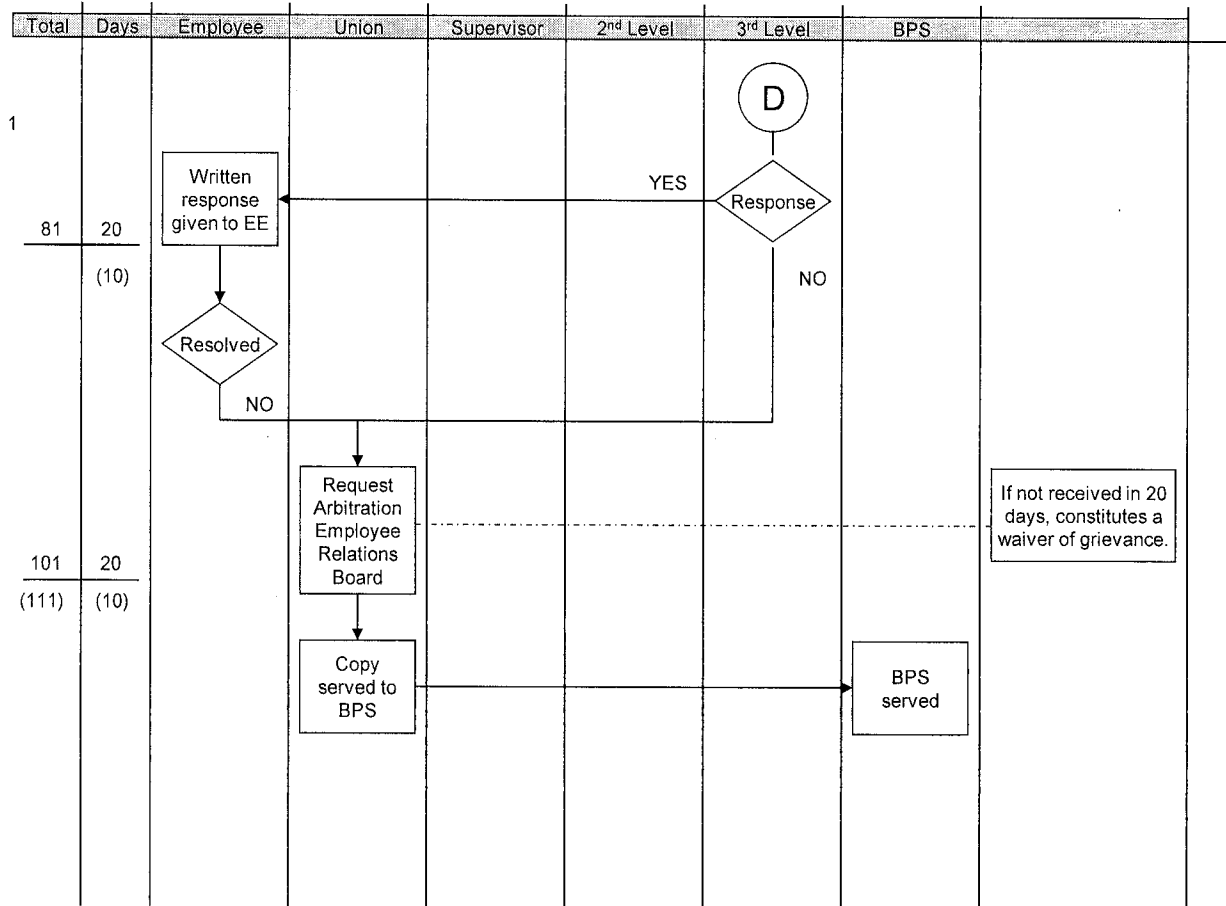
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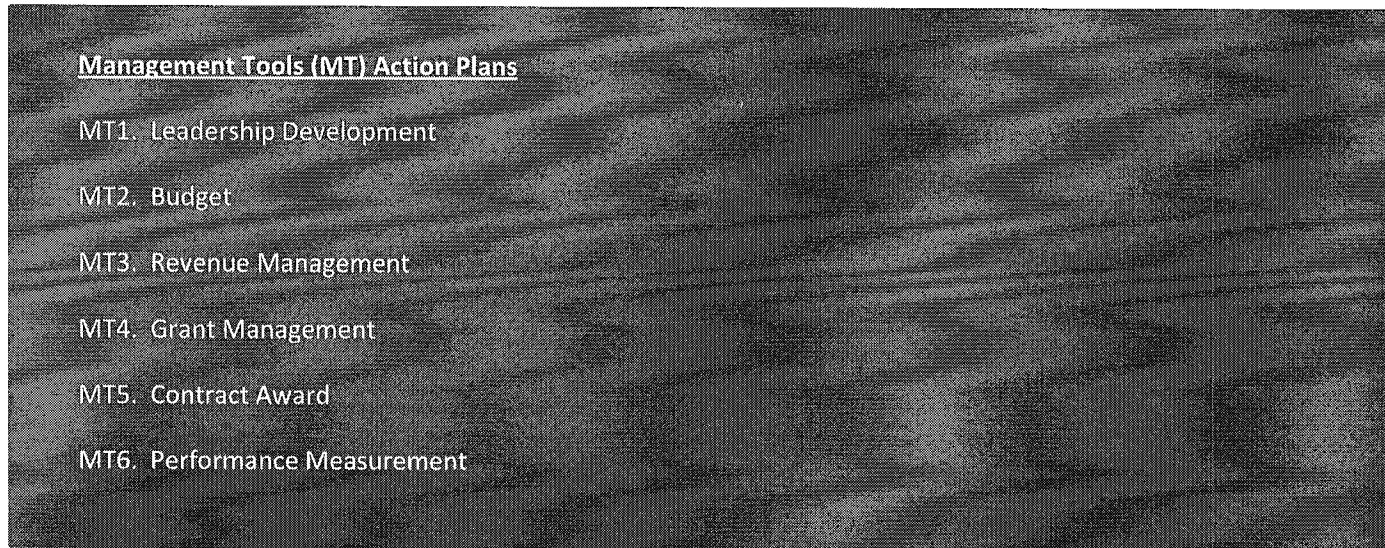
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C – Action Plan: Management Tools (MT)

During Phase I findings, KH noted that LADOT lacked a number of management tools that would help it manage its day-to-day operations, as well as lead LADOT in its strategic endeavors. KH worked with an Action Planning Team (APT) and developed 6 Action Plans to address short-comings in LADOT’s management tools, focusing on the following areas:





Action Plan MT1 – Leadership Development

Opportunity

LADOT has been subject to major revenue and staffing reductions for several years. These reductions are forcing LADOT to respond in innovative ways to the challenges facing the City. It is likely that the stresses and cuts will continue for the immediate future.

To address these issues, the LADOT culture must be modified to increase partnership, accountability, flexibility, and broadened responsibility for problem-solving. This is particularly challenging when staff morale has been negatively impacted by furloughs, cuts in funding, and reduced staffing levels. These challenges demand improved leadership, supervision, and management at all levels within LADOT.

Enhanced management and leadership can help LADOT take advantage of opportunities for improving Departmental effectiveness and efficiency. As an example, the Activity Analysis conducted as part of the KH Management Review revealed that more than 28 FTEs are spent reworking and correcting the work of others. This inefficiency represents a significant opportunity for LADOT – the possibility of reducing cycle time and effort in day-to-day operations.

Proposed Strategy/Change

LADOT should establish a Leadership Development Program with the following goals:

- Improve management skills and understanding at all levels in the organization
- Identify leadership and management gaps in LADOT – common areas for improvement
- Advocate for the adoption of innovative leadership approaches and talent management programs that address the gaps and highlight successes
- Invite speakers and management innovators to speak to LADOT managers and supervisors
- Consider the appropriate balance between performing work tasks and managing people, using a working manager approach
- Support managers in developing, coaching, and managing their staff
- Develop protocols or guidelines for “Completed Staff Work” in which staff...
 - Develop alternatives and recommend actions to be taken to solve challenges facing LADOT, taking into consideration organizational goals and constraints
 - Engage in positive discussions about what to do and how to do it
 - Make things happen



...and leaders ...

- Communicate the values, challenges, and direction/vision
- Hold discussions about recommended alternatives and make final decisions
- Support staff in accomplishing their work

The initial Leadership Development Program would be developed by team members who serve for 18 months, and meet at least monthly but more frequently initially. Team membership would include one of the Assistant General Managers to ensure that the priorities of the Executive Team are being addressed. At the end of the 18-month period, the Leadership Development Team, in concert with the Executive Team, would assess the effectiveness and impact of the program, and decide whether to continue the program with the same structure, modify the program, or abandon it in favor of another approach.

Objectives

1. By June 2012, establish a Leadership Development Program
2. By December 2013, evaluate the impact of the Leadership Development Team, making recommendations for improvement

Expected Benefits

- Improved management and leadership skills Department-wide
- Improved morale on the part of management and staff
- Improved ability to address the challenges facing LADOT
- Broader acceptance of responsibility for problem-solving
- Faster decision-making

Detailed Action Steps

Overall Time Line	Start Date: March 2012	End Date: December 2013
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Action Steps		Accountability		2012	2012	2013	2013	2013	2014	2014
		Lead	Support	Jun	Dec	Mar	Jun	Dec	Mar	Jun
1	Solicit interest in membership on the Leadership Development Team to implement the program; nominate participants to the Team	Executive Team		X						
2	Develop goals and assign responsibility for associated tasks	Leadership Development Team		X						
3	Meet and implement program to enhance innovation LADOT-wide	Leadership Development Team		X	X	X	X	X		

Resource Needs

6 to 9 LADOT staff members, devoting 5% of their time to the Leadership Development Team. There may be minor additional expenditures associated with training, programs, or other initiatives generated by the Leadership Development Team.



Action Plan MT2 – Budget

Opportunity

A key strategic goal for LADOT is to increase its ability to deliver projects on time and within budgetary constraints. Recent systems improvements make real-time budget performance tracking possible, which can increase the usefulness of budgets and financial tracking to support on-time, on-budget project delivery, and improved overall management of Departmental funds.

Taking advantage of the new systems will require influencing the LADOT culture. Battered by General Fund cuts and related staffing reductions, some LADOT staff view budgets less as management tools to establish priorities, and more as sets of numbers that they have limited ability to influence. Some grants and proposition funds are the responsibility of multiple organizational units; no single person bears responsibility for tracking success.

Finance staff members prepare reports, but there is an uneven understanding of and interest in the reports. When LADOT receives mid-year budget cut requests, the impacts on projects or operations is neither clearly understood nor communicated nor widely debated in the Department.

Proposed Strategy/Change

An important first step will be to raise awareness of and focus on revenues and expenditures in the multiple funds that LADOT administers. Finance & Administration (F&A) should develop and coordinate a quarterly “State of the Budget” meeting for Division Managers and above. The timing of some of the meetings should coincide with the call for the Budget. The Finance report should present a view of the expenditures and available revenues in the different accounts. Divisions responsible for projects within those accounts should meet to discuss actions necessary to ensure that LADOT is fulfilling its responsibilities vis-à-vis the funding source. In addition, internal budget review sessions should be expanded to include Division Managers and above to develop an increased understanding of the budget decision-making

Objectives

1. Hold initial State of the Budget meeting by July 2012
2. Evaluate effectiveness of meetings at achieving the expected benefits by September 2013



Expected Benefits

- Improved tracking of expenditures within funds and accounts
- Increased use of budget performance analysis by project managers, thereby improving their financial management of project scope changes and ability to deliver on-budget projects
- Increased understanding of and ownership by Division Managers and above of budget performance and resource allocation decisions

Detailed Action Steps

Overall Time Line	Start Date: March 2012	End Date: December 2013
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Action Steps	Accountability		2012	2012	2013	2013	2013	2014	2014
	Lead	Support	Jun	Dec	Mar	Jun	Dec	Mar	Jun
1 Plan State of the Budget meeting	Finance & Administration (F&A)		X	X	X	X			
2 Hold State of the Budget meeting	Jaime de la Vega, General Manager		X	X	X	X			
3 Evaluate the effectiveness of meetings, revising plans as necessary	F&A				X		X		

Resource Needs

None.



Action Plan MT3 – Revenue Management

Opportunity

LADOT receives revenue from more than 40 different sources, collecting some for its own use and passing funds back to the City in others. There are many sources of revenues, including those derived from:

- The City's General Fund
- Grants generated at the Federal level, passed through State and local agencies
- Initiatives approved by voters through State and local ballot propositions
- A proportional share of State tax revenues designated for transportation initiatives
- Fees and fines

There are three issues or concerns that this initiative seeks to address:

- Widely decentralized responsibility for collection of revenue, which can lead to procedures not being followed when staff familiar with the collection process leave LADOT
- Inability to project anticipated revenues from all revenue streams with an acceptable degree of accuracy
- Uneven pursuit of overdue receivables

The goal of this effort is to ensure that LADOT cost-effectively receives and properly accounts for the dollars due to it – no more and no less.

Proposed Strategy/Change

Finance & Administration (F&A) should research and evaluate all regular and special sources of revenue that LADOT staff members collect, considering:

- Who is responsible for collecting the revenue?
- Are staff members collecting the revenue familiar with, following procedures regarding collection of, and accounting for revenues?
- What is the ordinance or other legal justification for its collection?
- How can the collection process be simplified or improved?
- Is it possible to centralize the collection effort to reduce opportunities for mistakes by staff unfamiliar with collections procedures?



Reviewers can then propose changes to LADOT’s collection effort aimed to simplify the process, reduce the cost of collection, and centralize responsibility where possible.

Objectives

1. Evaluate and recommend improvements to the collection of revenues by December 2012

Expected Benefits

- Improved collection of revenues due LADOT, thereby, reducing receivables and shortening delinquency periods
- Improved security of revenues received
- Improved ability to project anticipated revenues

Detailed Action Steps

Overall Time Line	Start Date: March 2012	End Date: June 2013
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Action Steps	Accountability	2012	2012	2013	2013	2013	2014	2014
	Lead	Jun	Dec	Mar	Jun	Dec	Mar	Jun
1 Evaluate current revenue streams for LADOT, including: <ul style="list-style-type: none"> ▪ Who is responsible for collecting the revenue ▪ Are the staff collecting the revenue familiar with, following procedures regarding collection of, and accounting for revenues ▪ What is the ordinance or other legal justification for its collection ▪ Are there simpler ways to calculate, collect, and track revenues from this stream 	Finance & Administration (F&A)	X	X					
2 Prioritize recommendations for changes, including consideration of level of dollars involved, risk analysis, and workload impacts	F&A		X					
3 Draft recommended changes to ordinances and legal authorizations to collect revenues in priority order	F&A			X	X			

Resource Needs

It could take approximately .5 FTE to 1.0 FTE to conduct the revenue source analysis and develop prioritized recommendations for improvement.



Action Plan MT4 – Grant Management

Opportunity

Grants and revenues from Propositions represent a large share of LADOT revenues. Application for these grants and execution of awarded projects are decentralized in LADOT. While this decentralized approach provides significant flexibility and the capability to respond quickly to shifting priorities, there are several opportunities for improvement:

- Fitting decision-making about whether to apply for grants into a Departmental strategic vision, so as to ensure that:
 - Staff devoted to implementing grants are expending time on strategic priorities
 - Scarce “local matching” dollars are properly targeted
- Increasing the quality of applications for grants when staff unfamiliar with the process are responsible for applying
- Improving the planning for and execution of programs associated with grant dollars
- Collecting grant dollars awarded to LADOT in a timely manner

The goal of this effort is to ensure that LADOT marshals its human and financial resources toward its highest priorities, and then has the tools and focus to accomplish the projects and programs effectively.

Proposed Strategy/Change

Responsibility for grant coordination and review should be centralized to support improved performance. The unit would provide assistance, analysis, and reports associated with the application for and execution of grants in LADOT. Specifically:

- Pre-application
 - Manage process in which LADOT ensures that potential grant-funded projects fall in line with Strategic Objectives, including a coordinated Departmental response to the Call for Projects
 - Provide assistance to Divisions and line units in evaluating whether resources are available to execute grant projects, including project implementation and grant administration (reporting, invoicing, etc.)
 - Inform the Executive Team about the resource implications of grant applications, including how well the grant appears to address strategic priorities
 - Monitor and provide assistance in Departmental efforts to influence granting agencies to include dollars for projects associated with LADOT Strategic Objectives
 - Monitor grant agencies to identify programs that might fund LADOT initiatives



- Application
 - Provide support to Divisions unfamiliar with the grant process
 - Review non-routine grant applications
- Acceptance
 - Coordinate review of whether LADOT wants to accept funds based on granter’s decisions and limitations
- Track and monitor
 - Provide support to Finance in defining grant-related issues in quarterly “State of the Budget” meetings
 - Coordinate with the Project Management Action Planning Team (APT) to ensure that grant-related elements of project management (reports, data, etc.) are included and tracked in project plans
 - Advise the Executive Team about the overall status of grant execution
- Invoice and track payments
 - Ensure that Accounting and Project Managers are clear about assignment of responsibility in documenting and issuing invoices to granting agencies
 - Train and encourage engineering staff responsible for projects to understand and manage the financial aspects of project completion
 - Track and provide reports to Project Managers and the Executive Team that analyzes:
 - % of funds spent (including status of necessary contract amounts)
 - % of funds invoiced
 - % of funds collected

Note: Transit Services receives more than \$100 million in grant funds from the Federal Transit Administration (FTA), mostly for capital purposes. To handle its operations, Transit Services also receives a significant amount of annual formula funding from Metro and City Proposition A Special Funds. Therefore, it will be important for Transit Services to retain sufficient staffing and influence over its grants to ensure that it can continue to operate effectively.

The LADOT grant team should work in partnership with the contract team proposed in Management Tools Action Plan 5 and the Project Management Action Plans.

Objectives

1. Develop and propose a plan for staffing requirements and scope of responsibility for a centralized grant function by June 2012
2. Establish a centralized grant function by June 2013



Expected Benefits

- Improved ability to apply for and execute programs associated with grant and proposition dollars
- Improved ability to evaluate strategically how to align efforts associated with grant application and execution with LADOT’s Strategic Vision and Strategic Objectives

Detailed Action Steps

Overall Time Line	Start Date: March 2012	End Date: June 2013
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Action Steps	Accountability		2012	2012	2013	2013	2013	2014	2014
	Lead	Support	Jun	Dec	Mar	Jun	Dec	Mar	Jun
1 Draft a description of roles and responsibilities of a central Grant Administration unit	Finance & Administration (F&A)	Personnel Services/ Human Resources (PS/HR)	X						
2 Develop a proposal and solicit approval for distribution of responsibility for elements of Grant Administration across LADOT	F&A	PS/HR	X						
3 Develop estimates of appropriate staffing for the Grant Administration unit	F&A			X					
4 Establish and staff a centralized unit	F&A				X				
5 Develop financial tracking reports and a process for grants; coordinate reports with the project management system	Grants Unit	Business Solutions		X	X				

Resource Needs

It could take approximately .25 FTE to plan for the development of the central Grants unit, develop recommendations regarding the staffing levels and classifications required, and prepare and identify resources available for the unit. We anticipate that at least a Manager and 2 positions in the financial or management analyst job families would be required to begin this effort. In addition, accounting staff would need to be assigned to handle billing and accounting for receipts and expenses.



Action Plan MT5 – Contract Award

Opportunity

To efficiently complete its responsibilities, LADOT develops Request for Proposals (RFPs), awards, and manages multi-year, multi-million dollar contracts for operations and Personal Services. Responsibility for contracts is spread throughout the organization. A Contract Administration unit would:

- Provide administrative support for Special Projects, fleet, and others
- Provide advice and assistance to contracting units on City boilerplate forms, instructions, and requirements
- Review and approve all RFPs and contracts to ensure that all current City contract requirements are included
- Review submitted proposals to evaluate compliance with the City's MBE/WBE good faith effort requirements
- Provide guidance about RFP alternatives, as appropriate

There are several problems with the current system.

- **Timing.** The RFP process can take up to 12 months to complete, leading to requests for “last-minute” amendments or extensions. Also, the timing of the 1022 process and various reviews by the Personnel Department, City Administrative Office (CAO), City Attorney, and Mayor’s Office is out of LADOT’s control.
- **Expertise.** LADOT currently has only one person in the central unit fully conversant in contract award issues. In addition, most Project Managers are unfamiliar with the City’s contracting process and contract compliance requirements (e.g., Business Inclusion Program, Local Business Preference, Living Wage, Equal Benefits etc.). Given this situation, Project Managers spend a considerable amount of time understanding the City contracting process and Administrative Requirements as opposed to focusing on operations.
- **Back-up.** Contracting expertise within LADOT is thin, which can lead to bottlenecks in the process when staff members are out on vacation or working on other priorities.
- **Quality.** Staff members new to contracting can miss steps, leading to “do-overs” and delays. Furthermore, all units do not complete biddable scope documents, or include the relevant and most up-to-date boilerplate material. Finally, it is difficult for LADOT to be certain that contracts and RFPs that receive Federal funding include terms and boilerplate language required by Federal agencies.



- **Contract compliance monitoring.** With no central unit organizing and tracking LADOT’s requests, it is difficult to monitor and encourage priority action by external units. Moreover, the Project Managers do not seem to monitor compliance systematically to ensure that LADOT contractors and subcontractors comply with City requirements.

Most City Departments have a central procurement unit with staff who address the issues, just listed. At LADOT, budget cuts and funding constraints have eliminated the staffing for such a centralized function.

Currently, LADOT and the Department of Public Works (DPW) Bureau of Contract Administration, are developing an on-line contract administration system for the City to simplify the procurement process for Personal Services contracts. The system will follow a “turbo-tax” model and include contract history, a schedule for expiring contracts, up-to-date requirements, and available resources.

Proposed Strategy/Change

Solutions to the problems with the current system lie in three areas.

Organization

LADOT should seek to establish a central unit with a core set of expertise in contracting and responsible for:

- Drafting and reviewing RFPs, validating the scope document prepared by Project Managers, and ensuring that necessary boilerplate material is included
- Verifying which processes associated with RFPs and contracts (e.g., 1022) are required
- Following up with City reviewers on status, issues, etc.
- Researching technical aspects of RFPs and contracts
- Keeping up to date on requirements associated with contracts funded by the Federal government
- Identifying when the process should start for renewing or reissuing RFPs or amending the contracts
- Validating the fairness of the RFP process for high-visibility or high-value RFPs, including ensuring that RFP Review Panels review proposals and recommend awards fairly, equally, and legally

Transit Services and similar organizations that are responsible for large numbers of large dollar contracts will have Contract Specialists to support contracting in their respective organizations. Decentralized contracting staff should coordinate with the central unit, which is responsible for ensuring that the decentralized staff members follow correct procedures.

This unit should coordinate with the Grants unit, called for in Management Tools Action Plan 4.



Process and Technology

The on-line contract administration system should include schedules, checklists, access to City boilerplate material, and user-friendly instructions for staff new to contract and RFP development.

Training

There are many areas where training would help LADOT to improve its contract administration. The first priority should be to design and implement a program to train Project Management staff in:

- Developing deliverables
- Writing competitive performance specifications
- Using technology, checklists, and schedules to better plan and streamline the contract award process

Objectives

1. Establish a central Contract Administration unit by July 2013
2. Establish benchmark cycle time measures for the RFP process; establish goals for shortening the average time to bid and award an RFP by December 2012

Expected Benefits

- Reduced time to process RFPs within LADOT when bottlenecks are reduced and when a central unit is available to conduct prioritized follow-up with other City departments
- Improved consistency and quality of RFPs, including assistance with provisions and processes required by the various funding authorities as necessary
- Broader LADOT-wide understanding of the contracting process
- Reduced dependency on the expertise of a few staff members



Detailed Action Steps

Overall Time Line	Start Date: June 2012	End Date: June 2013
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Action Steps		Accountability		2012		2013		2014		
		Lead	Support	Jun	Dec	Mar	Jun	Dec	Mar	Jun
1	Draft description of roles and responsibilities of a central Contract Administration unit	Finance & Administration (F&A)	PS/HR	X						
2	Develop estimates of appropriate staffing for a central Contract Administration unit	F&A			X					
3	Establish cycle time measures; begin to track									
4	Establish and staff a central Contract Administration unit	F&A				X				
5	Develop a launch program for the new Contract Administration System, including training staff as needed	Business Solutions			X					
6	Design a training program for Division and line staff about: <ul style="list-style-type: none"> ▪ Development of biddable specifications ▪ Standard timelines and expectations for RFP development and award 	Central Contract Administration Unit				X				

Resource Needs

It could take approximately .25 FTE to plan for the development of the central Contract Administration unit, develop recommendations regarding the staffing levels and classifications and pay grades required, and prepare and identify resources available for the unit. We anticipate that at least a Manager and 2 positions in the management analyst job families would be required to begin this effort. The staffing estimates would confirm that and identify what additional resources might be necessary.



Action Plan MT6 – Performance Measurement

Opportunity

Several efforts have been undertaken in the past to develop effective performance metrics for LADOT. LADOT has experienced:

- Changes in staffing and operations
- Lack of Department-wide support for the gathering of the metrics
- High cost of computerized systems
- Inconsistent use of measurements as tools

As a result, KH and the Management Tools APT identified a need to re-define the needed measures and streamline the gathering. Furthermore, previous efforts were not successful at measuring the impact of Executive Offices and Divisions working together.

LADOT has a wealth of raw data, which can be used by various LADOT organizations or stakeholders and for multiple purposes:

- By staff and managers to analyze and improve performance and outcomes
- With regional partners to plan traffic improvements
- By the public and political leaders of the City to develop effective transportation strategies
- By LADOT's Executive Team to assess the effects of changes in resource allocation and strategic decisions

At the same time, LADOT, given the recent budget cuts and fiscal climate, must be prudent in the amount of staff time and effort given to performance measurement. This Action Plan is designed to provide a framework and approach to measuring performance that ensures that indicators are useful and continue to be relevant.

Ultimately, the measures must reflect the vision, goals and values spelled out by the Executive Team. The APT's current understanding of those has generated the following **Priority Themes** that the measurements could cover:



We want to tell to the Mayor, City Council, public, and employees a data-supported story:

- *We live up to our values.*
 - *We make the City greener.*
 - *We make the streets safer.*
 - *We are fiscally responsible, protecting and accounting for assets.*
- *We are efficient and effective, wisely using the resources allocated to us and continuously improving.*
 - *We strive to ensure stakeholder satisfaction.*
 - *We maximize our response times, given resource constraints.*
 - *We produce revenue for the City, balancing revenue collection with service requirements.*
- *We are regional partners in Transportation Improvement Projects.*
- *We accomplish more as one Department working together than we would if we were split up among several Departments.*

We also want to know as managers:

- *How are we doing financially?*
 - *Are we meeting revenue and expense targets?*
 - *Are we managing fiscal risk?*
- *How are we doing operationally?*
 - *Are we meeting planned response times?*
 - *What is the status of our backlog?*
 - *Are we meeting our customers' and service users' needs?*
 - *Are we fostering a green City? Are we being "green" ourselves?*
 - *Are we operating safely? Are there physical risks that we need to be managing?*
- *How are we doing as people managers?*
 - *Are we enabling our staff to be efficient, effective, and satisfied employees?*
 - *Are we communicating expectations clearly?*

Proposed Strategy/Change

Measurements should be useful. Evidence-based management requires accurate, available, and relevant measurements that can assist decision-making. Furthermore, in the current fiscal climate (which requires all City Departments to not only “do more with less,” but also demonstrate efficiency and effectiveness), measures are effective tools to let decision-makers know the impact of the dollars and resources that



are being spent. This Action Plan outlines an approach that focuses LADOT'S performance measurement system to ensuring that useful information is gathered, and measures are "sunset" when they are no longer required.

It is envisioned that the measurement system would be multi-tiered:

1. At the Section level, supervisors need workload data to plan work assignments.
2. At the Division level, managers need to see exception reports, flagging issues or problems that need to be resolved.
3. At the Department level, General Managers and Assistant General Managers need to see how well stakeholders are being served overall by LADOT, as well as how effective their strategic decision-making is.

LADOT should use both a "bottom-up" and "top-down" approach to identify the measurements, ensuring increased staff-level support for and understanding of the metrics while allowing a big-picture input into the ultimate output.

Objectives

1. Complete Division-level¹ assessment of measurement by June 2012
2. Develop an initial performance measurement report by December 2012
3. Complete a measurement dashboard by June 2013

Expected Benefits

- Improved ability to communicate the effectiveness of Sections, Divisions, and the Department to decision-makers
- Improved ability to diagnose root causes of problems, as well as root causes of successes
- Elimination of unnecessary and unused measures
- More efficient use of staff time to focus on problem areas
- Increased ability to measure the effectiveness of corrective actions in addressing problems
- Increased ability to do comparative benchmarking and trend analysis to assess overall effectiveness of LADOT
- Better empirically and fact-based decision-making

¹ Depends on size of organization.



Detailed Action Steps

Overall Time Line	Start Date: March 2012	End Date: June 2014
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Action Steps		Accountability		2012	2012	2013	2013	2013	2014	2014
		Lead	Support	Jun	Dec	Mar	Jun	Dec	Mar	Jun
1	Establish an LADOT Performance Management Assessment Team (PMAT), including representatives from all Executive Offices (or Divisions, depending on size)	General Manager		X						
2	Verify the Department-wide priority themes	PMAT	Finance & Administration (F&A)	X						
3	Identify appropriate benchmarking targets for functions within LADOT, reflecting best-practices in the nation or, in some cases world-wide, to assist in developing targets for improvement	PMAT		X						
4	<p>Convene Division working teams to prepare reports that will:</p> <ul style="list-style-type: none"> ▪ Validate priority themes ▪ Identify metrics currently being gathered within the Divisions ▪ Develop a tiered set of metrics, identifying: <ul style="list-style-type: none"> ○ Which metrics can be sunset ○ Which should be continued for Divisional or Section management decision-making ○ Which should be reported at the Department level (e.g., Executive Team) <p>For metrics that are being kept for internal use or for reporting to the Executive Team regarding Departmental performance:</p> <ul style="list-style-type: none"> ▪ Evaluate appropriate frequency of measures ▪ Develop recommendations for additional metrics to be considered 	Each Division		X	X					



Action Steps		Accountability		2012	2012	2013	2013	2013	2014	2014
		Lead	Support	Jun	Dec	Mar	Jun	Dec	Mar	Jun
	<ul style="list-style-type: none"> Assign ongoing responsibility for metric tracking and reporting 									
5	Develop an interim template for Division-level reports of measures	PMAT	F&A	X						
6	Develop interim reports with baseline data for Division measurements, and identify potential new indicators requiring data collection to establish a baseline	Each Division	F&A	X						
7	Review Division reports to develop an initial Department-wide report, including: <ul style="list-style-type: none"> Documenting current metrics Identifying gaps where additional information can be developed Developing timing for additional targets 	PMAT	F&A		X					
8	Develop a plan for gathering data identified through the gap analysis; review sources of readily-accessible data as a source for filling the gaps	PMAT	F&A		X	X				
9	Evaluate advantages, costs, disadvantages, and issues associated with a centrally supported Performance Measurement system managed at the Division level; develop and review functional specifications with PMAT	Finance & Administration	PMAT		X	X	X			
10	Develop an Intranet “dashboard” for measurement reporting, with PMAT evaluating progress and completion of milestones	Finance & Adm.	PMAT				X	X		
11	Pilot an introduction of the dashboard in one Executive Office or Division, identifying the necessary tools, data entry assistance, etc.	Finance & Admin	PMAT					X		
12	Establish a quarterly schedule for evaluating the relevance of measures	PMAT	Divisions		X		X		X	



Resource Needs

- PMAT – 12 2-hour meetings in Year 1
- Division Working Teams – 200 hours per organization; on-going up to .2 FTE to monitor the metrics
- Finance & Administration – .3 FTE to act as secretariat for the PMAT, develop the reporting structure, and develop functional requirements for dashboard
- Finance & Administration to develop cost estimate for a Performance Measurement Dashboard

APT Team Members Involved

Jeannine Brands
Selwyn Hollins
John Sam
Dick Wong
Greta Stanford
Judy Wong
James Lefton
Jamileh Ardalan

Thomas Drischler
Corinne Ralph
Guido Marucut
William Halverson
Wayne Garcia
Brian Gallagher
Randall Tanijiri
Charlotte Maure, KH Facilitator



D – Action Plan: Project Management (PM)

Since 1993, the City submitted 1,202 funding applications totaling \$3.6 billion; the City received more than \$842 million for 532 projects, worth more than \$1.7 billion. LADOT is the coordinating Agency for all of the City’s participating departments. As of December 2011, the City has completed 263 projects; 58 projects are in ROW negotiations or construction phase; 157 projects are in design; and 54 are cancelled or delegated to other agencies.

LADOT reports that it has secured more grants than any other city in Los Angeles County, but LADOT understands that the City of Los Angeles still falls short of its fair share. LADOT perceives that this issue needs to be addressed at the local (MTA), Federal, and State levels.

At LADOT, Project Management is complicated by several factors:

- Projects are developed based on current needs, Council requests, and CIP.
- Projects are funded through competitive or earmark processes with little advanced planning.
- The Bureau of Engineering (BOE) provides cost estimates.
- Funding agencies decide the level of funding.
- LADOT assigns a Project Manager to deliver the project.

As a result, LADOT has had:

- Significant project delivery problems, generally with CIP projects
- Lack of effective communications
- Frequent re-scoping of projects
- Incomplete or inaccurate project cost estimates because BOE prepares Civil Engineering cost estimates, which are often inaccurate or not all-inclusive, such as LADWP requirements
- Project Managers lacking the proper authority, training, and tools to succeed
- Lack of uniform Project Management software and tools
- Project Managers limited by the lack of proper authority, training, and tools to succeed
- Minimal flexibility or mechanism to acquire appropriately trained staff for the project
- Limited control over other Department’s support for design, estimates, and construction



- No reward for success and no consequence for failure

In response to these issues and complementary to the Management Tools Action Plans, KH worked with an Action Planning Team (APT) to develop 3 Action Plans to address short-comings in LADOT's Project Management structure, processes, tracking, and executing:

Project Management (PM) Action Plans

PM1. Project Management Structure and Process

PM2. Project Management Training

PM3. Project Management Technology



Action Plan PM1: Project Management Structure and Process

Opportunity

LADOT has a reputation for problems with project delivery. Some of that reputation is deserved; some is not. Since 1993, LADOT has received funding for 532 projects. Of these, 229 have been completed, 38 are under construction or awaiting acquisition of rights of way; 116 are in some stage of design; and 54 have been cancelled or delegated to other government agencies.

There has been a lack of effective communications among LADOT units. Projects have often been re-scoped. Cost estimates have proven inaccurate. Project Managers do not feel that they have the proper authority, training, and tools to succeed. Uniform Project Management software has not been available.

Projects are developed based on tactical needs, without strategic guidance or coordination. They are funded through competitive or earmarked processes with little evident advance planning. Cost estimates are frequently provided by BOE, without close coordination with LADOT engineers or Project Managers. Ultimate funding levels are set by the funding agencies, at times without a complete understanding of critical project funding thresholds. At the end of this process, projects are assigned to LADOT Project Managers to deliver.

LADOT Project Managers struggle with:

- Inadequate training
- Little ability to reassign staff as needed
- No formal authority over design
- No control over the timing of review stages
- No authority to acquire additional internal or external resources
- Lack of fear of consequences for failure
- Minimal expectations of rewards for success
- Timely processing of B-Permits and other permits, as well as other Development Services



Proposed Strategy/Change

LADOT engineers should work together to define a process and structure for delivering projects that are substantially more effective and supportive of Project Managers than the structure and process in place now. The new system will provide Project Managers with the authority and resources they need to deliver their projects on time and on budget. As Project Managers are empowered in this way, they will also assume full accountability for project delivery.

LADOT Project Managers need skills for a large number of project-related roles and, thus, need broad-banded training, involving:

- Program management
- Project Management
- Project engineering
- Construction management
- Transportation planning
- Community advocate and community affairs
- Public speaking
- Work order preparation
- Cost management

Among the process and structure options proposed for consideration are:

- Option 1. The current organization (the equivalent of a “no build” option)
- Option 2. Assignment of most or all traffic engineering, construction, and Project Management staff into project delivery organizations
- Option 3. A matrix organization in which Project Managers would take responsibility for managing permanent Design Teams, while design and perhaps construction “seniors” would have oversight of technical and professional standards
- Option 4. A “project delivery support organization”, in which engineers would work in or provide services to project teams, somewhat along the lines of an internal consulting group
- Option 5. A “hybrid model” combining elements of all of the above and perhaps additional features, including provision for safety services and Development Services review, including B-Permits and other permits

KH

The current Project Management APT should be continued with the same or a similar membership to consider proposals for changes to the process and structure, recommend options that appear most workable, and collaborate to ensure successful implementation of the options ultimately chosen by the Executive Team. Specifically, the APT should help to develop a new structure, define appropriate authorities for Project Managers, and establish a support system for project teams. Once the new system is in place, the APT should serve as a forum for problem resolution, mediation of priority conflicts, sharing of resources, and “lessons learned” sessions as projects are closed out. This last point – project close-out – is an important function of the APT to ensure that projects are formally closed out and taken off the “active” LADOT books.

In addition to the functions outlined, the APT should develop a fast, efficient, and thorough process for the review of development proposals, and it should address the needs and resources required to better articulate LADOT with the Development Reform and permitting process. LADOT should perform its Development Services and permitting reviews swiftly and expertly.

Objectives

1. Develop a process and structure that empowers and supports Project Managers
2. Improve the speed of project delivery
3. Improve resource allocation and decision-making in project delivery
4. Increase Project Manager accountability

Expected Benefits

Project Managers and team members across LADOT units want to continue to talk to each other, support more peer collaboration, and resolve problems without going up and down the organizational silos. The benefits of such collaboration are multiple:

- More projects delivered on time and on budget
- Increased clarity regarding project issues and potential ways to resolve them
- Increased resources available to Project Managers, especially knowledge and shared expertise
- Greater accountability for results



Detailed Action Steps

Overall Time Line	Start Date: January 2012	End Date: December 2012
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Action Step	Accountability		2012	2012	2012	2012	2012	2012	2012	2012
	Lead	Support	Jan	Feb	Mar	Apr	May	Jun	Sept	Dec
1 Commission Project Management APT to carry on with the process and structure reforms	Business Solutions	Finance & Administration (F&A)		X						
2 Recommend structure/process change options	Business Solutions	Capital Programs			X					
3 Select structure/process change options	Business Solutions	Capital Programs			X					
4 Implement structure/process changes	Business Solutions	Capital Programs			X	X	X	X		
5 Evaluate changes to determine whether and what further changes are needed	Business Solutions	Capital Programs						X		
6 Share results with the Executive Team, engineers, and Project Managers	Business Solutions	Capital Programs						X		
7 Adjust the new structure and process to reflect lessons learned	Capital Programs	Business Solutions							X	
8 Begin ongoing cycle of evaluation and adjustment	Business Solutions	Other Users								X Etc.

Resource Needs

1. Staff time to conduct brainstorming and review meetings
2. Executive Team support and time to develop, select, and authorize new processes and structures
3. Staff time to understand, work in, and resolve problems attendant to new structures and processes



Action Plan PM2: Project Management Training

Opportunity

The project management discipline has diverged within LADOT in the past several years, so that approaches and practices are no longer uniform. Not all of them are equally effective. A significant contributor to this issue has been a decline in project management training. There is a reservoir of knowledge and experience within LADOT that could be useful to Project Managers, but it is not in a form that makes it easy to share. Some Project Managers are well trained; some are less so.

LADOT Project Managers require skills that result in:

- Technical credibility
- Political sensitivity
- Negotiation skills
- Strong communication skills
- Fiscal training
- Strong goal oriented skills

Given the large number of projects funded by outside agencies – something that seems likely to continue, it is desirable to increase the emphasis within LADOT on project management and delivery. Ultimately, these functions may be rising to the level of key business activities within LADOT. From that standpoint, increased project management training is essential in providing engineering staff with the skills and systems needed to deliver the results demanded in the current environment.

There is a strong desire among LADOT engineers to improve their project management skills and ability to deliver projects on time and on budget. A substantial number of engineers believe that strengthening the overall project management skill level in LADOT will make project delivery more consistent and successful. Some staff members have actually outlined possible condensed training cycles that they believe would provide short-term skill upgrades. While these have not been universally supported, they do offer a near-term course of action that could be helpful. There is a strong consensus that any condensed project management training cycle should include an introduction to the project management software recommended for adoption in these Project Management Action Plans.

Beyond this, there is a general recognition that more intensive project management training would be appropriate. The model most frequently cited for such training is the 16-week cycle now in use at the Department of Public Works (DPW). LADOT has been able to enroll a few

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transportation engineers in the program in the past, but the number of available seats is small in comparison to LADOT's needs. If this training were to be truly effective, LADOT should have its own Departmental project management training cycle. One promising way to accomplish this might be to contract with the firm that currently provides training to DPW engineers, using the contract now in place there.

As part of this effort, the Project Management APT should be continued after the completion of the KH Management Review to champion the development, expansion, and enrichment of project management training.

Proposed Strategy/Change

LADOT should commit regular training cycles for Project Managers, including:

- Basic administrative, financial, and communications disciplines needed to function well in the role
- Both condensed training and extended, intensive courses to strengthen project management skills to the maximum extent possible
- Project management software training in the condensed cycle

Objectives

1. Increase project delivery skills within LADOT
2. Foster more consistent use of best practices
3. Improve project delivery capacity

Expected Benefits

- Increase in on-time, on-budget delivery of projects
- Clear, current reports on project implementation, including challenges as they arise
- Appropriate escalation of challenges that cannot be quickly resolved by the Project Manager
- Consistent, clear, and transparent progress reports that senior managers and elected officials can trust to be accurate and complete



Detailed Action Steps

Overall Time Line	Start Date: March 2012	End Date: December 2012; then ongoing
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Action Step	Accountability		2012	2012	2012	2012	2013	2013	2013	2013
	Lead	Support	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec
1 Develop training content	Project Mgt. APT	Project Managers	X							
2 Identify condensed cycle content provider(s)	Project Mgt. APT	Personnel/HR, F&A	X							
4 Pilot project management training	Project Mgt. APT	Personnel/HR, Users		X						
5 Assess and modify as required	Project Mgt. APT	Users		X						
6 Commence regular cycle of training	Project Mgt. APT	Personnel/HR, Users			X					
7 Evaluate training; modify to improve	Project Mgt. APT	Users				X				
8 Conduct ongoing training	Project Mgt. APT	Users					X	X	X	X

Resource Needs

- Continuation of the Project Management APT through the end of calendar year 2013
- In-house staff availability to provide condensed training
- Funding for contract trainers/content developers for intensive training and possibly for condensed training
- Possible funding for content purchasing or subscriptions



Action Plan PM3: Project Management Technology

Opportunity

A current, common technology that would allow LADOT to define and track capital and major maintenance projects would be materially helpful in managing projects and reporting their progress. The number of projects managed by the Department, as well as the level of capital funding it receives, mandate expeditious adoption of project management systems and technology.

LADOT's Business Solutions team has identified a project management system compatible with LADOT's Sharepoint data platform. The system:

- Contains the core functions needed for project management
- Can be customized to meet LADOT's needs
- Is compatible with the financial reporting system currently being developed for Finance & Administration
- Can interface with GIS systems, ultimately allowing a mapping function for project management
- Provides a centralized repository for project artifacts, discussions, and project status
- Ensures standardized approaches for projects, including timing and work efforts information

During the course of KH's work with this APT, LADOT determined that the system was likely to be an effective response to this challenge.

LADOT has customers throughout the City and in related transportation agencies. The system should therefore be able to exchange information with other common project management reporting systems, particularly that of the BOE. Business Solutions reports that this can be done without undue difficulty.

Proposed Strategy/Change

Therefore, LADOT should undertake a rolling implementation of the project management system to expedite its adoption by all of its project delivery units. The Bike Program will be the first to adopt the system because it is:

- Charged with tasks that range from full-fledged capital construction to straightforward maintenance work orders
- Highly visible to the Office of the Mayor

In addition, LADOT should form a Users' Group to guide the implementation and provide feedback on system performance. Representatives should include staff members from all units charged with developing and delivering capital projects, including Field Operations.



The proposal offers immediate access to the system beyond the Bike Program so others can gain experience and possibly benefit from it while the first phase of implementation is in progress.

After six months of use, the Users' Group will advise Business Solutions on the suitability of the system to LADOT. If the system is deemed suitable, it should be adopted and customized to the various LADOT users. At that point, Business Solutions can determine the best way to share project information with other City agencies and possibly related transportation agencies, such as the MTA or the various MTA construction authorities.

Objectives

1. Expedite improved project tracking and reporting for the Bikeways Program
2. Adapt the proposed technology to LADOT, and adapt LADOT processes to work well with the technology
3. Gather information needed to allow the system to work in collaboration with other LA City systems, particularly those in BOE

Expected Benefits

- Increased certainty regarding progress, critical tasks, and projected completion dates of critical projects
- Increased consistency in project progress reports
- Rapid, easy access to key project data
- Faster, better, and cheaper project delivery
- Greater accountability for results



Detailed Action Steps

Overall Time Line	Start Date: January 2012	End Date: December 2012
--------------------------	---------------------------------	--------------------------------

Action Step		Accountability		2012	2012	2012	2012	2012	2012	2012	2012
		Lead	Support	Jan	Feb	Mar	Apr	May	Jun	Sept	Dec
1	Purchase project management software currently under evaluation	Business Solutions	Finance & Administration (F&A)	Done							
2	Adapt project management software to known Bike Project needs	Business Solutions	Capital Programs		X						
3	Train Bike Program project team to use software	Business Solutions	Capital Programs		X	X					
4	Deploy software to Bike Program	Business Solutions	Capital Programs		X	X					
5	Simultaneously begin populating project management System with essential data from all projects	Business Solutions	All Project Managers		X	X	X				
6	Provide intensive start-up support	Business Solutions	Capital Programs		X	X					
7	Share results with other potential users	Business Solutions	Capital Programs		X	X	X	X			
8	Conduct Department-wide deployment	Business Solutions	All Program Managers			X	X	X	X	X	
9	Determine steps necessary to share information with other City Departments	Business Solutions	Capital Programs; F&A						X		
10	Develop GIS capability within the project management system	Business Solutions	Capital Programs; F&A						X		
11	Integrate Financial System data into the project management system	Business Solutions	F&A							X	



Resource Needs

1. Funds for purchase of software
2. Staff resources from Business Solutions to customize software to LADOT needs
3. Staff resources from capital programming, design, other Divisions, and other project management units to analyze needs, provide feedback, and learn how to use the system
4. Staff resources from Field Operations to test and customize the system to their operating needs
5. Staff resources from Business Solutions to support links between the financial system and project management system

APT Team Members Involved

- | | |
|---------------------|----------------------------------|
| 1 Arsen Mangasarian | 9 Zaki Mustafa |
| 2 Carlos Rios | 10 Nate Baird |
| 3 Jay Kim | 11 Paul Meshkin |
| 4 Kang Hu | 12 Paul Tsan |
| 5 Ken Husting | 13 Sean Haeri |
| 6 Michael Hunt | 14 Tim Fremaux |
| 7 Mike Shimokochi | 15 Tina Backstrom |
| 8 Mony Patel | 16 Verej Janoyan |
| 9 Nader Asmar | 17 Bob Schilling, KH Facilitator |



E – Action Plan: Innovation & Technology (IT)

Innovation & Technology has one broad Action Plan that focuses on broadening the work of LADOT’s Business Solutions Groups and to engage the broader LADOT work force in identifying process improvements that may or may not require technological solutions.

Action Plan IT1: Innovation Committee

Opportunity

LADOT has a large number of business systems that would work faster, better, and cheaper if they were redesigned and supported with current technology. LADOT, however, has constrained resources for doing the design and implementation needed to make business system improvements. As a result, LADOT has a significant number of “shadow” systems that have been set up over the years by one Division or another to deal with specific issues. In most cases, the “shadow” systems cannot be easily supported by IT staff or integrated into Department-wide systems. The Business Solutions team has successfully developed promising systems to meet LADOT and even City-wide needs. But it cannot take on every need at the same time. IT/Business Solutions needs a fair, transparent, and straightforward way to set priorities for business system improvements.

In addition to achieving efficiency through technology, Business Solutions is presented from time to time with issues and problems that would be better addressed with policy or process changes than with straightforward information technology solutions. There needs to be a way within LADOT to bring such issues to light and generate the will and intelligence to resolve them.

Proposed Strategy/Change

LADOT should establish and charge an Innovation Committee with the charter to:

- Encouraging innovation
- Evaluate proposed business system improvements and innovations
- Recommend to the Assistant General Manager (AGM), Finance & Administration, those projects which appear to have the best value to LADOT



Initial business rules for the Innovation Committee include:

- All core organizations represented, starting with the direct reports to the General Manager (GM)
- Chaired by the AGM, Finance & Administration (F&A)
- Clear, simple written standards for evaluation proposed projects, such as build-around solutions that are “faster, better, cheaper” with highest priority going to systems that can improve all three dimensions
- Setting priorities for projects based on their ability to affect sustained beneficial change or be adopted by the entire Department
- Level of support by AGMs, Executive Team members, and Division Managers, whose backing is frequently critical for success
- An “open door policy” that allows a wide range of LADOT staff members to offer ideas
- An “incubator” policy for supported projects that encourages “client” staff members to work with Business Solutions staff to develop solutions, including the possible assignment of individuals to Business Solutions for limited time periods
- One-year “sunset” provision, in which projects will not be continued unless:
 - They show significant progress toward milestones or
 - Multi-year commitments are negotiated in advance
- A work approach and ethic dedicated to finding solutions and a reluctance to allow problems to go unattended
- Commitment to finding practical ways to improve solutions

Objectives

1. Create a culture that encourages innovation and the discussion of innovation within LADOT
2. Recommend projects for inclusion in each Fiscal Year’s budget
3. Ensure that innovative ideas and technologies are shared across organizational lines
4. Ensure that all ideas get a fair and sympathetic hearing
5. Develop and implement solutions that have the greatest value to LADOT as a whole

Expected Benefits

- Measurably increased effectiveness in LADOT operations – “More Service for the Dollar”
- Faster delivery of projects and services
- More efficient use of resources and staff
- Easier, more logical, and more transparent business processes
- Clear, prompt reporting of results



- Better internal and external customer service
- Improved performance measures
- Less reliance on “shadow” systems with better system solutions

Detailed Action Steps

Overall Time Line	Start Date: March 2012	End Date: Ongoing
--------------------------	-------------------------------	--------------------------

Action Steps		Accountability		2012	2012	2012	2012	2013	2013	2013	2013
		Lead	Support	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec
1	Obtain General Manager (GM) approval	Jaime de la Vega, GM	AGMs	Done							
2	Recommend Innovation Committee membership to AGMs and GMs	APT-Technology	AGMs	X	X						
3	Establish operating practices and adopt business rules	APT-Technology	Users, AGMs	X	X						
4	Solicit innovation proposals and concepts	Innovation Committee		X	X						
5	Evaluate nominations	Innovation Committee, AGMs, GM			X						
6	Fund selected initiatives	GM	F&A		X						
7	Evaluate progress against milestones	Implementing organization	Innovation Committee			X	X	X	X	X	X
8	Evaluate actual accomplishments against projected benefits	Implementing organization	Innovation Committee					X		X	
9	Create internal events designed to encourage innovation and the discussion of better ways to doing the Department’s work	Innovation Committee	AGMs			X		X		X	
10	Develop a plan to address other technology issues: <ul style="list-style-type: none"> ▪ Inventory of shadow systems ▪ Back-up systems ▪ Power back-up 	Innovation Committee							X		



Action Steps	Accountability		2012	2012	2012	2012	2013	2013	2013	2013
	Lead	Support	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec
<ul style="list-style-type: none"> ▪ Reduction in redundancies where not needed ▪ Naming conventions ▪ Documentation ▪ ATSAC back-up ▪ Other areas to be determined 										

Resource Needs

- Time commitment from key LADOT staff to work on Innovation Committee
- Allocation of resources to fund key proposals

APT Team Members Involved

- | | |
|---|---|
| <ul style="list-style-type: none"> 1 Chun Wong 2 Crystal Killian 3 Don Harrahill 4 Greta Stanford 5 Hansen Chew 6 Jamileh Ardalan 7 Michael Shimokochi | <ul style="list-style-type: none"> 8 Mony Patel 9 Selwyn Hollins 10 Vanessa Willis 11 Will Halverson 12 Zaki Mustafa 13 Zernan Abad 14 Bob Schilling, KH Facilitator |
|---|---|

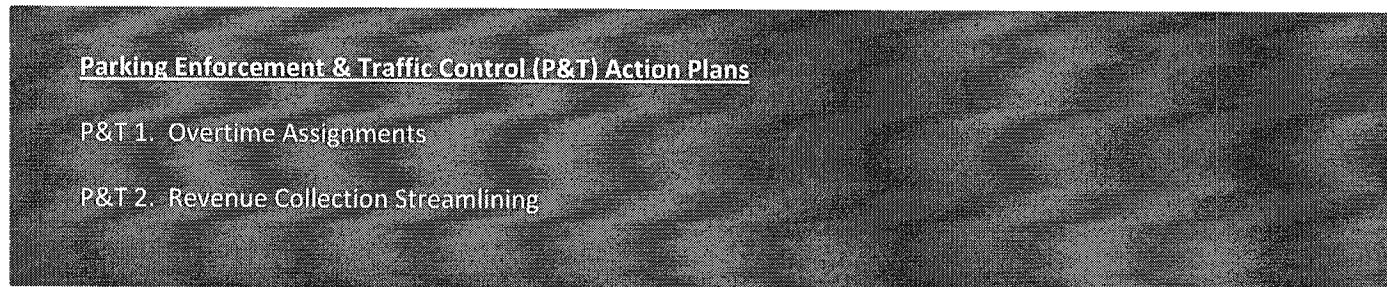


F – Action Plan: Parking Enforcement & Traffic Control (P&T)

Prior to KH's involvement, LADOT had already identified problems existing within Parking Enforcement & Traffic Control in terms of its work culture, supervision, and training:

- LADOT had arranged to have LAPD Commander Mike Williams to be assigned as an interim manager of the operations; this LAPD Commander committed his supervisors to the LAPD training.
- Absenteeism and disciplinary issues were being addressed by both the new General Manager and the LAPD Commander.
- The Personnel Services team was working on further refinements to the disciplinary and grievance process.

The assignment of overtime, in which a relatively small number of "entitled" officers effectively controlled and got overtime, was seen by the APT as a significant work culture issue, along with those above. In addition, given the need for better security controls for revenue collection within LADOT, an Action Plan was developed to address that issue.



During the course of the Management Review, LADOT completed a competitive selection process and appointed a permanent person – Gregory Savelli – over PE&TC. He has embraced these proposed change initiatives.



Action Plan P&T1: Overtime Assignments

Current Situation

LADOT's current practice assigns overtime to the senior Traffic Officer on the applicable voluntary overtime roster. These overtime assignments are for a variety of special events, such as First Amendment protests, marches, parades, sports events, etc.

Parking Enforcement & Traffic Control (PE&TC) has three rosters, depending on the length of advance notice. Once a Traffic Officer accepts an overtime assignment, he or she can either perform the work or find a replacement. The selection and confirmation of the replacement is neither governed by rules nor subject to approval by a PE&TC supervisor. This practice results in loss of control by LADOT over the number and quality of Traffic Officers working overtime assignments.

Much of this work supports the Special Events unit. This situation is particularly problematic during special events and First Amendment events. There are approximately 1,800 of these events annually, which are generally staffed by 332 overtime volunteers (out of a list of 552 Traffic Officers).

Opportunities for Improvement

The current system appears to be vulnerable to abuse. There does not appear to be a system in place to prevent Traffic Officers with substantial seniority from treating overtime opportunities as a commodity to be sold or given as a favor. The system could, if misused, compromise the commitment of LADOT for fair and equitable treatment of all of its workers and, as such, is unacceptable in its current form.

Therefore, the key opportunity is to distribute the needed overtime in a fair and equitable manner, using a system that is transparent to all concerned. The new system should rectify the current problems:

- LADOT Traffic Enforcement does not currently have an overtime management system that meets high standards of transparency or accountability.
- Traffic Officers who accept overtime assignments can and do pass the work on to others without the approval of supervisors.
- There are few significant consequences for failure to report for an overtime assignment, since supervisors cannot know with certainty which Traffic Officers have ultimately accepted the assignment.
- In some cases, Traffic Officers scheduled for regular shifts accept overtime assignments, which can result in the abandonment of the regular assignments, again because there is no oversight of the replacement process.



These policies are designed to apply initially to workers in Parking Enforcement & Traffic Control.

Proposed Strategy/Change

The overtime assignment processes and systems should be changed as follows:

- Distribute the existing Special Events policy and refresh Traffic Officers' knowledge and understanding of it, including:
 - Meet and advise Local 721
 - Amend the current signature block
 - Retrain staff in the Special Events process
 - Track and evaluate performance
- Amend LADOT rules to ensure fair and equitable distribution of overtime, including:
 - Delete the "substitution" clause in the current policy
 - Establish and implement standards that allow participation in the Special Events program
 - Consolidate Special Events policies into a single, comprehensive, and consistent policy
 - Track and evaluate results
- Acquire and deploy scheduling software
 - Review candidate systems with stakeholders
 - Develop and deploy applications to Special Events, Area commands, and other units as appropriate

Furthermore, LADOT should consider adapting these changes, or something similar, across LADOT to ensure fair and transparent assignments of overtime.

Objectives

By December 2012:

1. Establish clear lines of authority and accountability for assigning and working overtime assignments
2. Significantly reduce the number of "no shows" for overtime assignments
3. Eliminate instances of diversion, where a Traffic Officer abandons a straight time shift to work overtime
4. Simplify the overtime assignment process to reduce supervisory workload
5. Acquire and deploy scheduling and assignment software that will provide greater automation and management capability for overtime assignments



Expected Benefits

- Increased customer service resulting from more complete and consistent staffing of special events and requirements
- Reduced diversion of enforcement staff to cover shortfalls in special event staffing
- Greater transparency in overtime assignment
- More equitable distribution of overtime
- Work optimization

Detailed Action Steps

Overall Time Line	Start Date: February 2012	End Date: December 31, 2012
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Action Steps	Accountability		2012	2012	2012	2012	2012	2012	2013	2013
	Lead	Support	Feb	Mar	Apr	Jun	Sep	Dec	Mar	Jun
1 Meet with and advise Local 721	Parking Enforcement & Traffic Control (PE&TC)	PS/HR ¹	X							
2 Amend current signature block	PE&TC	PS/HR	X							
3 Distribute the Special Events policy and retrain Traffic Officers	PE&TC	PS/HR		X						
4 Delete substitution clause	PE&TC	PS/HR		X						
7 Establish standards for participation in Special Events	PE&TC	PS/HR			X					
8 Consolidate Special Events policy	PE&TC				X					
9 Track and evaluate results	PE&TC			X	X	X	X	X		
10 Select scheduling technology	PE&TC	Business Solutions			X					
11 Purchase technology	PE&TC	Business Solutions				X				
12 Implement technology	Traffic	Business Solutions				X	X	X		

¹ PS/HR refers to Personnel Services/Human Resources at LADOT.



Resource Needs

1. Dedicated time from Traffic Enforcement – 1 or 2 Sergeants to lead the project
2. Dedicated time from Business Solutions – 1 or 2 analysts
3. Funds for technology purchase
4. Support from General Manager and Chief, Traffic Enforcement

APT Team Members Involved

- | | | | |
|---|---------------------|----|-------------------------------|
| 1 | Captain Richard Rea | 7 | Lt. Jody Perez |
| 2 | Christine Mata | 8 | Sgt. Rochelle Puckett |
| 3 | Dan Mitchell | 9 | Rene Sagles |
| 4 | Elvin Galindo | 10 | Robert Andalon |
| 5 | Sgt. Freddie Nuño | 11 | Rose Anne Beacham |
| 6 | Lt. Carl Jones | 12 | Bob Schilling, KH Facilitator |



Action Plan T&P2: Revenue Collection Streamlining

Opportunity

LADOT currently collects just less than \$30 million per year in parking meter coin revenue. Currently, a contractor under LADOT supervision collects coins from parking meters and delivers them to the LADOT central coin room. LADOT workers sort and bag the coins and tally the revenue. Under an agreement managed by the Office of Finance, a bank-contracted armored truck service (GARDA) collects the bagged coins and banks them. The bank tally of revenue is the final work on revenue collected.

New meters being adopted by LADOT provide a detailed report of revenues, reducing the need for the coin room tally. Any operation such as the coin room, where large amounts of money in small denominations are handled, is inherently subject to the risk of loss. The City should take reasonable steps to mitigate this risk. One effective way to do so is to contract for the full revenue collection operation and require the contractor to indemnify the City if a loss occurs.

Proposed Strategy/Change

Contracted Services

LADOT should contract for the full revenue collection process, including coin sorting and tally. A single contractor should be retained to collect, sort, and tally revenues, and pass them to the bank's armored truck service. As part of this process, the duties of the Transportation Investigators assigned to revenue collection and Transportation Investigators assigned to Taxi & Franchise should be carefully examined to determine the best staffing mix and levels. Contracting for coin room operations will also free 6 Laborers for other work. LADOT can and should identify productive assignments in areas of need for these workers.

Investigators

Investigators from both areas should work in collaboration to support the goals of the respective functions. Cross-training seems likely to help both units use available resources constructively. Refilling of vacant supervisory positions would be a short-term improvement. Investigators should work as a team to meet THE most pressing needs across LADOT, bearing in mind that some Investigators are supported by special funds, while others may not BE.



Staffing Analysis

Consideration should also be given to the contract management and analytical needs of the two units so the best mix of staffing can be identified. Contracting for coin room functions will not relieve the City of the need to manage the contractor(s) in the system. Appropriate contact management and analytical resources are essential to protect the efficiency and security of revenue collection operations. The contractor can provide some of the analysis, but ***LADOT must still manage collection contracts; prudence argues for at least some independent oversight of the contractor's operations.***

Even if all positions cannot be filled immediately, LADOT should know what a desirable staffing level should be so it is prepared to present compelling data and argument when the opportunity arises. In both cases, there are substantial risks to be addressed:

- In meter revenue collection, there is the risk of loss, already noted, and the impact of collection issues on parking meter operations.
- In Taxi & Franchise oversight, there is the operational risk of potential harm to the public if adequate oversight cannot be maintained.

In both cases, LADOT should clearly identify the criticality of the functions and act accordingly to provide resources to them.

Objectives

By December 2012:

1. Reduce the number of City staff required to process revenues
2. Reduce risk of loss by including security system upgrades in coin room contracting specifications
3. Transfer risk of loss to a contractor, insuring the City against loss and theft
4. Simplify the lines of accountability for revenue collection and security
5. Open the possibility for more flexible work assignments and greater collaboration among Inspectors now assigned respectively to revenue collection and Taxi & Franchise supervision
6. Strengthen contract management and analysis capabilities for revenue collection



Expected Benefits

- Reduced risk in revenue collection
- Increased flexibility in Investigator staffing, increasing the effectiveness of Inspectors in both functions
- 6 additional Laborer resources available for needed work in operational units

Detailed Action Steps

Overall Time Line	Start Date: February 2012	End Date: December 2012
--------------------------	----------------------------------	--------------------------------

Action Steps	Accountability		2012	2012	2012	2012	2012	2012	2012	2013
	Lead	Support	Feb	Mar	Apr	May	Jun	Sep	Dec	Mar
1 Complete contract specifications to include Coin Room operations	Parking Operations	Finance & Administration (F&A)	X	X						
2 Expedite bidding and award of meter coin collection contract	Parking Operations	F&A		X	X	X	X	X		
3 Determine analysis and contract administration requirements of new contracts, including contract management requirements	Parking Operations	Personnel Services/ Human Resources (PS/HR)		X						
3 Based on Action Step 2, and assuming that all inspectors can work in collaboration, determine optimum staffing for both revenue collection and Taxi & Franchise inspectors, managers, and analysts	Parking Operations	F&A		X						
4 Work with the successful proposer to establish a secure collection procedure	Parking Operations	F&A						X		
5 Reallocate and reassign staff as appropriate	Parking Operations	PS/HR						X		
6 Review and revise new collection process as needed	Parking Operations	F&A							X	



Resource Needs

- Dedicated time from Parking Operations staff to revise contract
- Dedicated project management resources
- Dedicated time from Business Solutions to support new business processes needed to support the change
- Funds for additional contractor services
- Support from General Manager, AGM, Parking Operations, and the Chief, Parking Operations Support

APT Team Members Involved

- 1 Dan Mitchell
- 2 Elvin Galindo
- 3 Rene Sagles
- 4 Robert Andalon
- 5 Rose Anne Beacham
- 6 Bob Schilling, KH Facilitator

**City of
Los Angeles
Department of
Transportation
(LADOT)**

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Comprehensive Management Review

V – Organizational Structure Recommendations

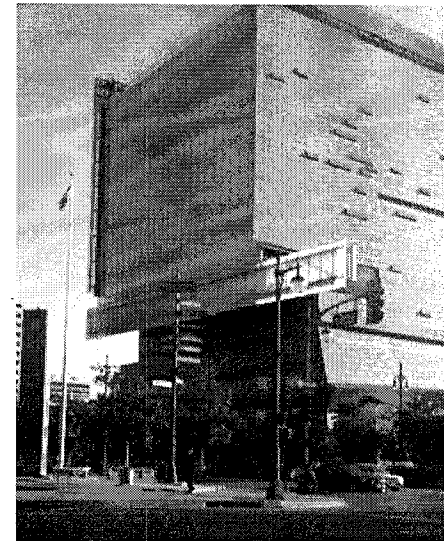
V – Organizational Structure Recommendations

Structure should follow the strategy just as form follows function. Therefore, this document outlines the recommended organizational structure for LADOT that is supportive of the new strategy, as well as the potential transportation principles that can help shape a Transportation Strategic Plan¹.

A – Current Structure

As displayed in Exhibit V-1, the General Manager currently has 9 direct reports and an Executive Assistant:

- 2 staff functions:
 - Public Information
 - Environmental Affairs
- 3 Assistant General Manager (AGMs) Offices:
 - Transportation Operations
 - Planning & Regulations
 - Finance & Administration
- 4 bureaus:
 - Transit Services
 - Parking Enforcement & Traffic Control
 - Operations Support & Adjudication
 - Capital Programming

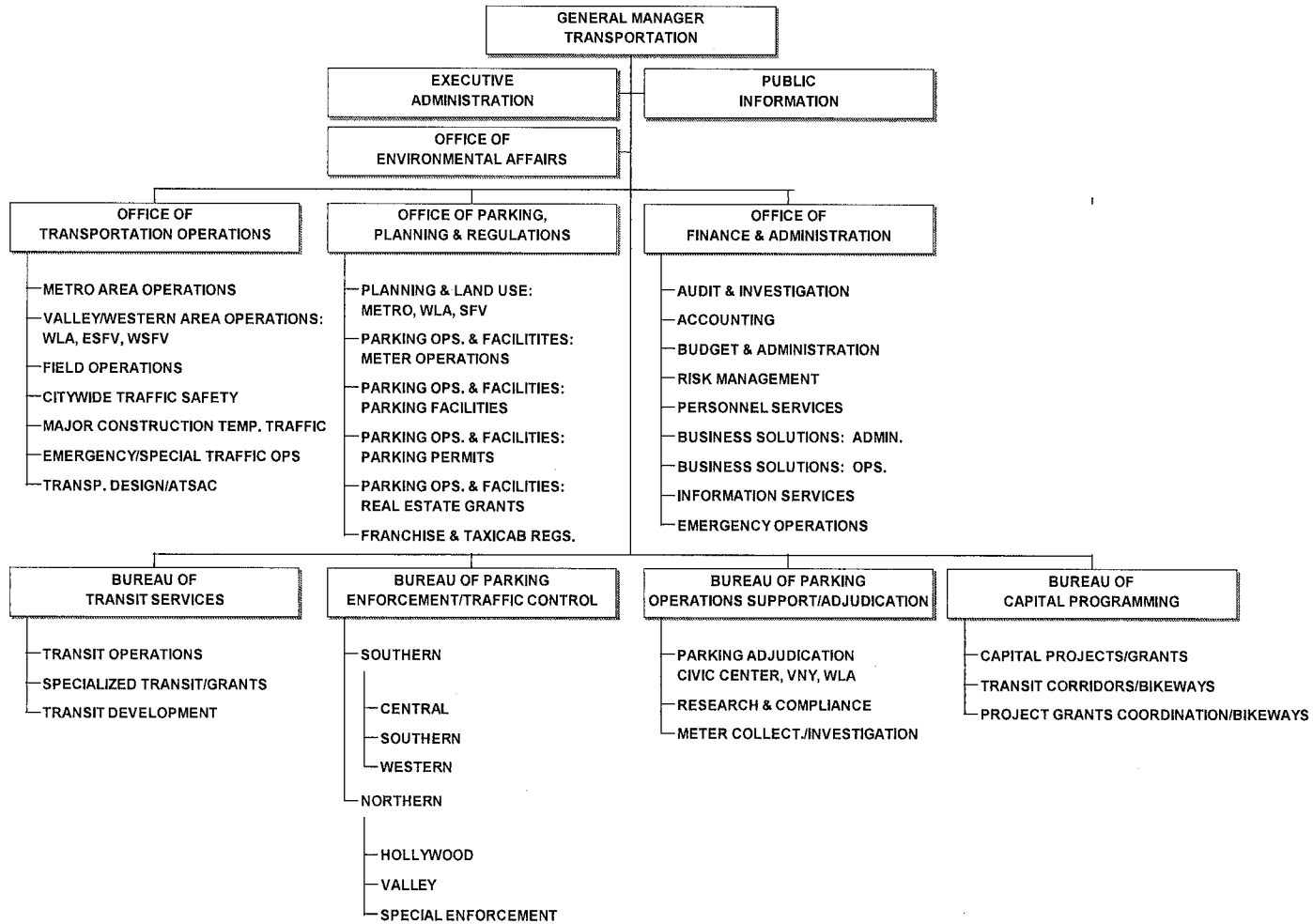


¹ Outlined in Action Plan AP4 for Advanced Planning in Chapter IV.



EXHIBIT V-1

Current LADOT Structure



KH

B – Opportunities for Improvement

As indicated in KH’s Phase I report, the Department’s current organization reflects its serial changes in leadership and the draconian budget cuts it has suffered in the past few years. A major focus of the Department’s short-term efforts to improve performance should be to rationalize its organization and develop practices to implement ongoing assessments and adaptation as strategies, technology, funding resources, and public policy continue to evolve.

Organizational Structure

Executive functions appear to be aligned based on efforts to balance workload and individual preferences, rather than a strategic orientation; for example:

- The Office of Transportation Operations, under an AGM, has responsibility for both engineering design and field operations – dissimilar operations
- Parking Enforcement & Traffic Control, also under an AGM, is operational in nature but also has Advanced Planning – again a mixing of dissimilar functions.
- There appears to be no central focus for contract administration or oversight in a Department with substantial grant and contracting activities.

Organizational Development

Disciplinary, grievance, attendance, and work morale have been adversely affected by:

- The focus of Personnel Services on transactions rather than organizational development
- LADOT managers not fully understanding their roles in addressing performance problems or employee issues as they arise

Organizational Levels and Span of Control

The General Manager has numerous direct reports, compared to other City departments. Some bureaus or divisions have almost 20 direct reports where others have only 3 direct reports. A number of managers are filling in positions at both the division and bureau levels, given recent retirements.



The Department has many organizational levels. Counting the General Manager, LADOT has at least seven levels:

1. General Manager
2. Assistant General Managers
3. Bureaus
4. Divisions
5. Sections
6. Units
7. Individual Contributors

There are no criteria to determine the characteristics of a bureau or a division in terms of work scope, range of responsibilities, or dollars or people managed. The only criteria set forth are found in the Personnel Department's Class Specifications, which only states that an AGM oversees several bureaus, that a Principal Transportation Engineer oversees a bureau of several divisions, that a Senior Transportation Engineer oversees a division of several sections, that a Transportation Engineer oversees a section, and that a Transportation Engineering Associate reports to a Transportation Engineer. Although this clearly states the hierarchy of bureau, division, section, etc., it still does not define what constitutes a bureau, a division, or a section. In the City of Los Angeles, a bureau typically reflects significant levels of responsibilities, such as the Bureaus in the Department of Public Works (LADPW). Moreover, at LADOT:

- The organizational hierarchy is not consistent across the Department.
- Organizational levels are not easily identifiable.
- Differences in responsibilities between levels are not defined.

The consequences of too many levels are multiple:

- Loss of information
- Lengthened decision time
- Poor customer service or responsiveness
- Higher costs



- Low morale
- Difficulty to pinpoint accountability

Management Focus

LADOT has a management cadre that has been promoted because of their technical expertise with little management development to enable them to understand their expanded responsibilities in managing people, planning work, coaching and developing their people, resolving performance issues before they become disciplinary actions, etc.

Managerial positions remain vacant with no anticipated time line for replacing them. Often "vacancies" are swept or deleted as position authorities when new budgets are adopted. These deletions do not necessarily reflect what the actual staffing requirements are. At the onset of the Management Review, some of the key vacancies² were in the areas of:

- Bureau of Parking Enforcement & Traffic Control – managed by an Acting Commander on loan from LAPD at the start of this Management Review and filled by a permanent incumbent during February 2012
- Bureau of Parking Operations & Facilities, including the Parking Permits Division
- Bureau of Transportation Design & ATSAC
- Bureau of Transit Services, Transit Section
- Bureau of Field Operations, Valley Yard Paint & Sign Division
- Bureau of Capital Programming, coupled with a vacancy over the Project Grants Coordination & Bikeways Division
- Meter Collection Security & Investigation
- Finance & Administration, including the Budget & Administration, Information Services Special Funds Accounting, and Personnel
- Various other positions on the organization chart, ranging from line workers to first-line supervisors

² Based on LADOT's organizational charts (dated September 6, 2011).



Resource Allocation

Ultimately, the goal of this effort should be to organize the Department to function as effectively as possible with the resources LADOT currently has. The reallocation of resources and investments should occur where they are most likely to produce significant returns.

Resource reallocation can also involve reallocation of how people spend their time. The Activity Analysis portion of KH's Employee Survey identified many areas where LADOT would benefit from reallocation of staff time and focus.³ The activity analysis results have brought attention to the consistent need across LADOT and within its bureaus and divisions to:

- Increase time spent on planning (currently 5% of the time) versus reacting and responding to unanticipated requests (currently 14% of the time)
- Focus on training staff so less time is spent on reworking and correcting work
- Coach, manage, and supervise staff (currently 5% of the time)
- Reduce the need for so many meetings
- Increase the amount of time spent on analyzing information and data (currently 10% of the time)
- Manage projects (currently 5% of the time)

Administrative Support

One area of organization that merits ongoing attention is the gradual transfer of administrative functions to professional and technical positions as budget reductions have stripped LADOT of administrative staff. This is a common result of budget cuts, and it can seriously reduce productivity. Engineers and managers are typically not cost-effective options to administrative workers and, at times, can make those processes both slower and less accurate, given their other duties. At the same time, if managers and other professionals are diverted from their work by pressing administrative needs, their professional roles suffer – especially the leadership and development work so important to long-term excellence.

³ As part of the Management Review, KH surveyed LADOT employees to gain a greater understanding of the organizational culture and the work performed. In total, 919 LADOT employees began the survey, and 877 (95% of the 919) completed the survey.



C – Organizational Assumptions

In analyzing and designing organizational alternatives for LADOT, KH made the following assumptions:

- The City’s fiscal problem is going to linger for a few more years and significant additional staffing is not a viable option.
- LADOT’s structure should meet current and future needs rather than perpetuate past practices and structures. Many vacant positions are shown on the current structure even though the anticipation of back-filling these positions are highly unlikely in the near term. Therefore, KH took a fresh look at how to manage these functions with the current staffing configurations.
- Different and changing environments require different organizational characteristics. What structure is put in place should evolve as LADOT embarks on new projects and strategies. In other words, a structure should not be fixed in time or the organization will stagnate.
- The new structure should clearly define the mission of LADOT and its services rendered.
- Depending on technology:
 - Centralized or consolidated functions are generally more cost-effective.
 - Decentralized functions are generally more costly but more responsive since they are closer to the users or customers.
- Strategy drives determination of the optimal structure but there is typically no single or perfect choice. Therefore, LADOT should focus first on the optimal structure, and then determine how to “populate” it. LADOT may require transitional structures to reach the preferred structure.
- Change is difficult for many reasons. Employees are comfortable with what is known. Some, however, will embrace the change and will be energized by LADOT’s new directions. Such individuals are important to engage in the change process so those who are uncomfortable with change can be brought along.



D – Recommended Organizational Philosophy

Management Training in Organizational Principles

Organizational Recommendation 1. LADOT should adopt organizational principles and train managers in the concepts behind these principles so they can apply them to their respective organizations.

The organizational principles build on the importance of being a service-oriented Department, responsive to customers and stakeholders. LADOT has both internal and external customers and stakeholders. Action Plan AP4 on Advanced Planning (in Chapter IV) defines and stratifies LADOT’s customers and stakeholders.

- Some are internal customers, including other divisions within LADOT or elected officials and other Departments/Bureaus within the City of Los Angeles.
- Others are external partner agencies, such as CalTrans, SCAG, and MTA.
- Others are external stakeholders and direct service beneficiaries, including the traveling public and communities served.

KH reviewed the following organizational principles, based on best practices and lessons learned in organizational design theory, with the LADOT Executive Team.

Organizational Focus	Organizational Principles
Strategic Alignment	<ul style="list-style-type: none"> ▪ Structure follows strategy (not vice versa) ▪ Organizational changes reinforce and complement the strategy. ▪ The majority of an organizational unit’s work activity directly supports that unit’s mission. Any service that doesn’t can be consolidated elsewhere, done elsewhere, or possibly contracted out. ▪ Consolidated functions and integrated services are designed to meet external and internal customers’ needs.
Service and Customer/ Stakeholder Responsiveness	<ul style="list-style-type: none"> ▪ Resources are organized around external customers’ or stakeholders’ needs and the delivery of end-to-end service delivery. ▪ Organizations have the fewest levels possible. ▪ Activities with different business dynamics are organized and managed differently. ▪ Organizational change increases efficiency and effectiveness.



Organizational Focus	Organizational Principles	
Clear Accountability & Responsibility Aligned with Strategy	<ul style="list-style-type: none"> ■ The organizational structure and accountabilities are clear to all. ■ Simplicity is better than complexity. ■ The structure maintains the formal and informal working relationships that support the strategy. 	
Centralization Versus Decentralization	<ul style="list-style-type: none"> ■ LADOT will need to determine what functions can be performed more cost-effectively through greater centralized versus those that must remain closer to the user and operate better on a decentralized basis. The table below outlines the advantages of centralized versus decentralized functions. 	
	Centralization Advantages	Decentralization Advantages
Accountability	Better functional accountability	Better accountability for service and program results
Quality	More specialized expertise	Better fit with services and programs need
Responsiveness	Flexibility to shift resources	Shorter lines of communication
Integration	Standardization across government agencies	Integration of various functions
Motivation	Better functional careers	Better general management career paths
Cost	Less duplication Economies of scale	Less coordination Easier to change
Spans of Control	<ul style="list-style-type: none"> ■ “Spans of control” refers to the number of employees managed by an individual. Flatter organizations with wider spans of control are preferable. ■ Managers have appropriate spans of control – some narrower and others wider, depending on the function or operation. The triangular graphic on the next page outlines what factors to consider. ■ In no instances should a manager have a 1:1 reporting relationship. 	
Management Focus	<ul style="list-style-type: none"> ■ Managers with broader spans of control must manage full-time, permitting development of their people and focusing on strategic thinking, tactical execution, and problem-solving. ■ Managers should focus on continual process and performance improvement to meet customers’ and stakeholders’ needs. 	
Delegated Decision-making	<ul style="list-style-type: none"> ■ Decisions should be delegated as close to the service delivery level as possible – that is, at the lowest practical level to enhance customer service and responsiveness. 	

- Changing spans of control requires process improvements and other changes.

Spans of Control Assumptions

Span = number of employees that could be managed by an individual in a particular management position

Narrower Spans

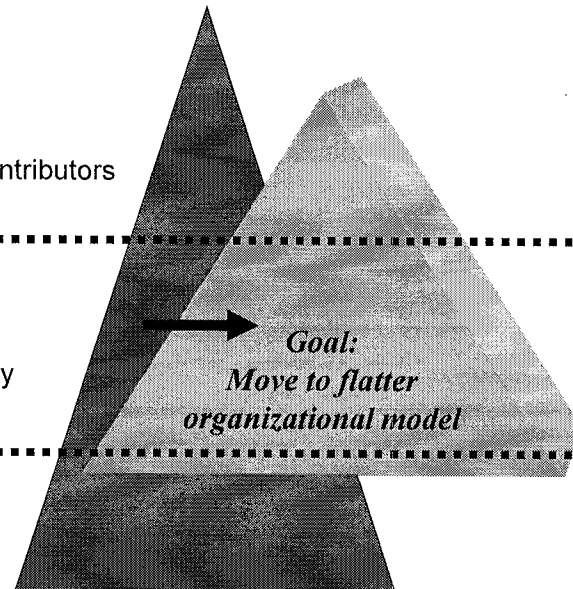
- Complex activities
- Diverse activities
- Extensive coordination required
- Extensive training required for Individual Contributors
- High turnover of Individual Contributors

Other Factors

- Management level
- Manager experience and competency
- Employees' average experience/competency
- Manager full-time availability

Wider Spans

- Uniform activities
- Predictable workload
- Minimal coordination required





Streamlined Organization with Professional Managers

Organizational Recommendation 2. LADOT should streamline the organization and emphasize the role of professional managers with delegated authorities.

LADOT should flatten the organization with wider spans of control and dedicate professional managers with clearly defined delegated authorities.

Organizational Hierarchy

The recommended organizational structure consolidates the LADOT hierarchy into:

1. General Manager
2. Executive Offices, headed by Executive Officers (e.g., AGMs and other direct reports to the General Manager)
3. Divisions, headed by Division Managers (even though the Civil Service titles may vary and are based on the complexity of the Service)
4. Sections, headed by Section Managers, and Units, headed by Team Leaders, depending on the size of the operation
 - a. Sections are larger with greater responsibilities than Units.
 - b. Division Managers can have both Section Managers and Team Leaders reporting directly to them.
 - c. Large Divisions might have Section Managers with Team Leaders reporting to them.
5. Individual Contributors

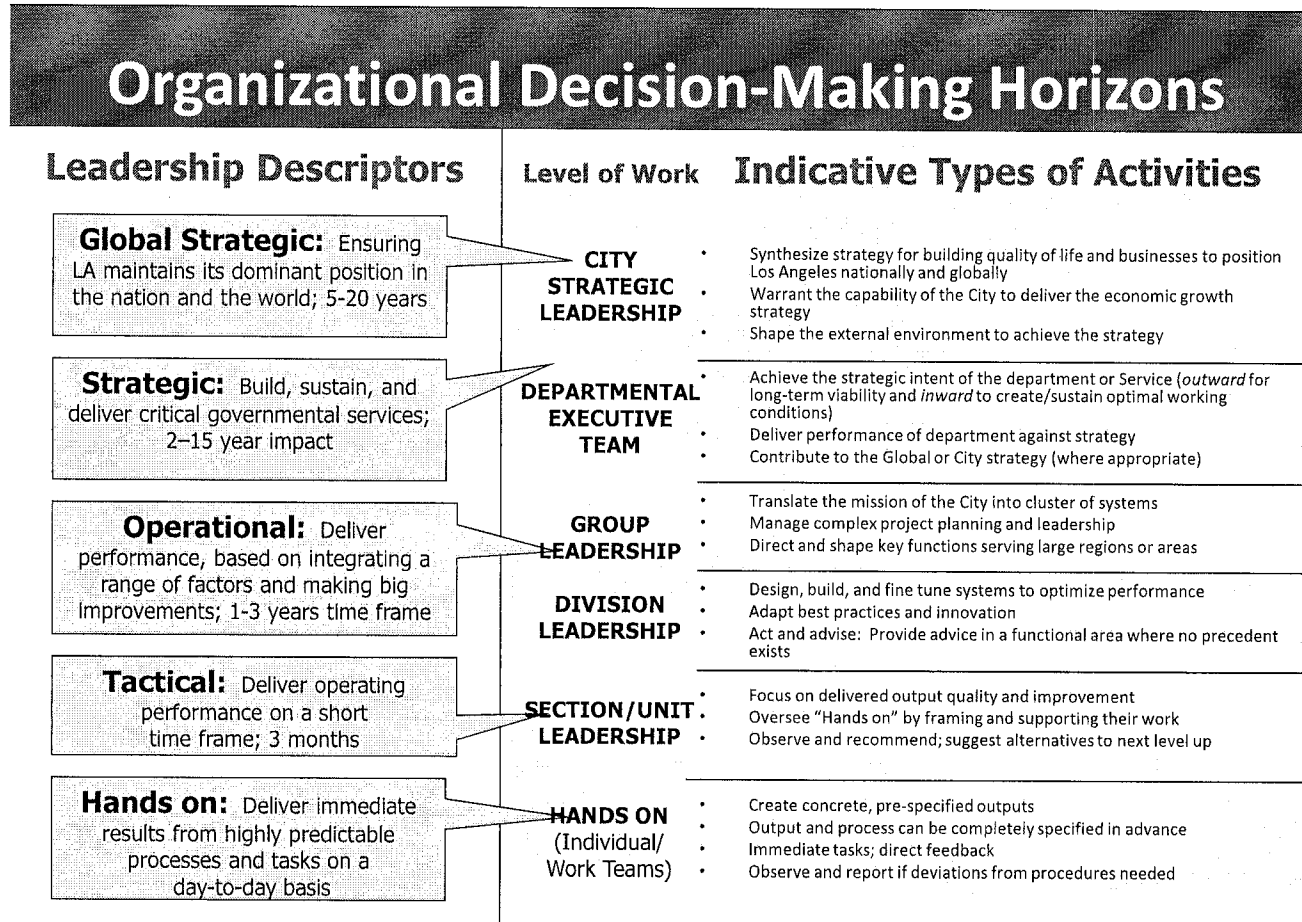
Professional Managers

LADOT should define the role of managers at each of these levels, including increased time dedicated to:

- Managing people
- Planning work (and thus reducing the amount of time spent responding to unanticipated urgent special requests)
- Resolving performance issues before they become disciplinary actions
- Coaching and developing their people

Time Horizons

LADOT should tie decision-making to time horizons, building on the time horizon concepts highlighted in the graphic. The model also emphasizes the importance of LADOT having professional managers who in fact manage.



Source: KH Consulting Group, Adapted from The Empower Group, Canada.



Building on the time horizon model, LADOT management roles and focus can be stratified, based on the new organizational hierarchy; for example:

New Management Hierarchy	Cross-Walk to Current Roles	Work Focus	Time Horizon Perspective
<u>Executive Team:</u> General Manager and Executive Officers	<u>Executive Officers:</u> Direct reports to the General Manager in the new structure	Strategy and vision – thought leaders Policy External relations Budgetary decision-making	Long term perspective – 2 years or more Some initiatives will require a decade or more
<u>Division Teams:</u> Divisions Managers	<u>Management:</u> Former Bureaus and Divisions	Communication of goals and plans Execution of the work Management (75% of the time or more): <ul style="list-style-type: none"> ▪ Team-building and organizing ▪ Resource management ▪ Coaching and developing Section Managers and Unit Supervisors ▪ Planning work 	Mid-term – 1 to 3 years
<u>Section Teams:</u> Section Managers	<u>Supervisory:</u> Former Section Heads	Management (50% of the time or more) Technical expertise Completion of project work	6 months – 1 year Perform weekly work Need to also respond to urgent requests
Team Leaders	<u>Work Teams:</u> Former Unit Heads	Working supervisors Managing people (25%-50% of the time) Hands-on technical work (50% or more of the time)	Focus on daily operations



Decision-Making Authorities

LADOT will also need to update, define, and revise its internal authorities (e.g., signatory authorities) in light of this consolidated hierarchy. As a starting point, LADOT can begin with its LADOT Manual of Policies and Procedures, Section No. 121, “Levels of Responsibility”, April 2010. A cross-walk between the existing and recommended hierarchy is:

Current Hierarchy	Recommended Hierarchy	Managerial Levels
1. Executive Office – General Manager	General Manager	1. Executive
2. Executive Office – AGM	Executive Officers	
3. Senior Management – Bureaus (Principal Transportation Engineers)	Division Managers	2. Management
4. Management – Divisions (Senior Transportation Engineer)		
5. Supervisory – Sections and Units	Section Managers and Team Leaders	3. Supervisory

In addition, LADOT should expand Section No. 121 to reflect the Levels of Responsibility for many of the non-engineering areas not covered.

E – Recommended Executive Structure

Simplified Functional Structure

Organizational Recommendation 3. LADOT should establish a more simplified structure where like-functions are grouped and focus on core services.

Exhibit V-2 displays the recommended organizational structure, consisting of 8 direct reports⁴ for the General Manager.

- The yellow boxes represent 3 staff functions.
- The green boxes represent 6 Executive Offices over core services at LADOT.

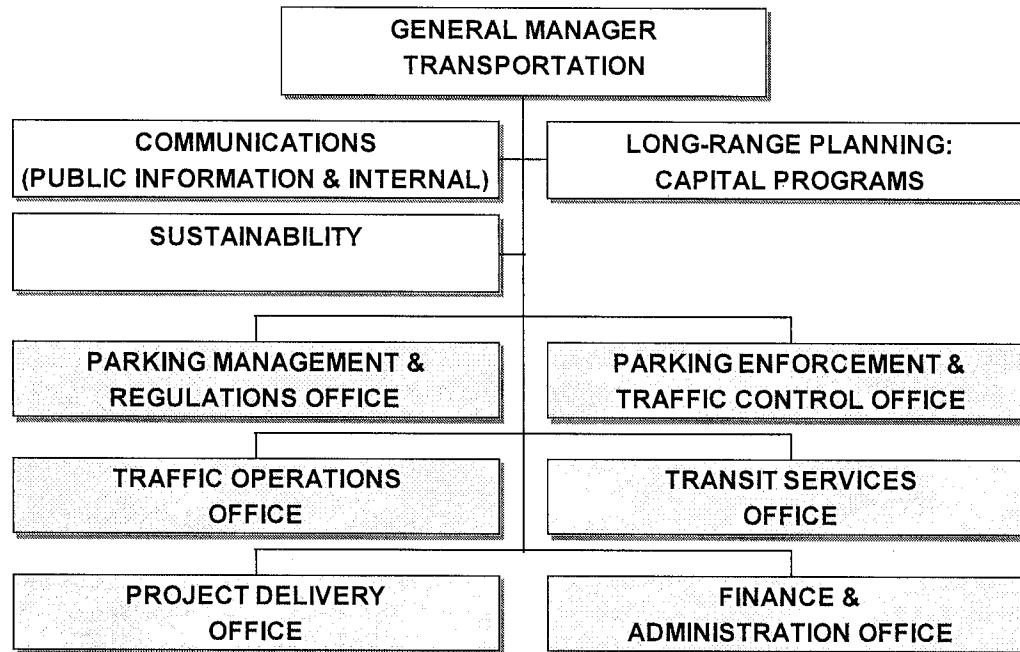
Each function has more clarity and unity in terms of its work focus. In an effort to shift from a government bureaucracy to a service-oriented mind-set, the functions should be referred to as core services.

⁴ As well as the General Manager’s Executive Assistant.



EXHIBIT V-2

Recommended LADOT Executive Structure





The benefits of this structure are:

- Greater clarity of responsibility for core functions
- Distinction between line operations and support functions
- Better integration of functions across LADOT Executive Offices and Divisions
- Emphasis on project management and project delivery
- Longer term strategic thinking through Long-Range Planning
- Institutionalization of change initiatives through Sustainability

Direct Reports to the General Manager

Staff Functions: Communications, Long-Range Planning, and Sustainability

Organizational Recommendation 4. In addition to Executive Administration, the Office of the General Manager should consist of three other staff functions.

The critical staff functions are: Communications, Long-Range Planning, and Sustainability, described next.

Communications

Given the high-profile LADOT has in the media, the role of managing Public Information is critical to the Department. The Public Information Office, however, should be expanded to include external and internal communications and support inter-governmental initiatives from a Public Information Officer (PIO) perspective.

Long-Range Planning

LADOT requires an entity that can drive advanced planning and capital program planning. This function can also develop revised or new LADOT policies, such as an Integrated Transit Priority Policy⁵ and other transportation regulations. The planning focus should be on such concepts and needs as:

⁵ Refer to Action Plan AP4 on Advanced Planning in Chapter IV for related action steps.



- A sustainable city, Transit Oriented Districts (TODs), and livable communities
- Seamless operations across transportation modes
- Environmental planning and CEQA – in conjunction with the “Sustainability” staff function, described next
- Research
- Transportation modeling
- Transportation strategic planning – with 5-year and 20-year time horizons

Chapter III outlines some transportation principles as a starting point for LADOT. These transportation principles are based on extensive input from LADOT Executives. The Advanced Planning Action Plan 4 elaborates further on the importance and process for developing a Transportation Strategic Plan with 5-year and 20-year perspectives.

Sustainability

Sustainability is all about stimulating and institutionalizing change whether in the areas of services, operations, or the environment. As such, it would spearhead LADOT’s implementation of KH’s Management Review Action Plan recommendations across the Department. In addition, this function should focus on work culture changes, such as:

- Innovation
- Continuous program, service, and process improvements
- Creation of “think tank” forums on transportation issues
- Pursuit of grants that will enable needed innovations in transportation, advanced technology, sustainable transportation, and sustainable communities and environments

Executive Offices and Core Services

Organizational Recommendation 5. Executive Officers represent LADOT’s Executive team and, as such, should focus on LADOT’s core services.

The Executive Offices are a realignment of the functions under the current AGMs’ Offices and larger Bureaus. The heads of each Executive Office should have working titles of “Executive Officers”, regardless of their Civil Service titles. As shown in Exhibit V-2, there would be six Executive Offices:



1. Parking Management & Regulations Office
2. Parking Enforcement & Traffic Control Office
3. Operations Office
4. Transit Services Office
5. Project Delivery Office
6. Finance & Administration Office

The next sections of this report outline the Divisions in each of these Executive Offices.

F – Division Management Recommendations

Division Managers' Roles

Organizational Recommendation 6. Division Managers represent LADOT's management group in charge of sizeable operations, services, projects, or programs.

This recommendation builds on the earlier organizational recommendations regarding the roles of Division Managers in terms of organizational hierarchy, time horizons, and spans of control. Their managerial roles are also outlined in the Human Resources Action Plan in Chapter IV.

Managerial Roles

The units under the Executive Offices represent middle management and should have working titles of "Division Managers"⁶, regardless of their Civil Service titles.

Divisions' Mission and Value-Added

Division Managers should also define their respective Divisions' missions and indicate how their missions support LADOT's overall mission. In addition, the Division Managers should form statements that define how their employees' work efforts serve the public. These statements can be expanded into job responsibilities that state how employees provide value-added to Los Angeles and its

⁶ Small operations may be more appropriately identified as Sections, led by "Section Managers".

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service beneficiaries. Such statements when shared with employees will help them to understand the importance of their contributions, whether they are striping streets to improve safety, issuing tickets that will improve traffic flow and accesses to local businesses, or parking garages that generate revenue for the City. As improvements are made in service levels, Division Managers can celebrate such successes with employees.

Divisions' Service Orientation

The Divisions should focus on customer service, including service beneficiaries and stakeholders⁷. Each Service should:

- Define its customers and stakeholders, including their needs and wants
- Define what LADOT provides them
- Perform a gap analysis of what LADOT delivers to them
- Develop and implement tactics to close any significant gaps

Executive Offices' Divisions

Exhibit V-3 presents a conceptual framework for the recommended Division structures under the Executive Officers.

Organizational Recommendation 7. Executive Officers should ensure that the functions assigned to them are logically defined as Division, Section, or Team.

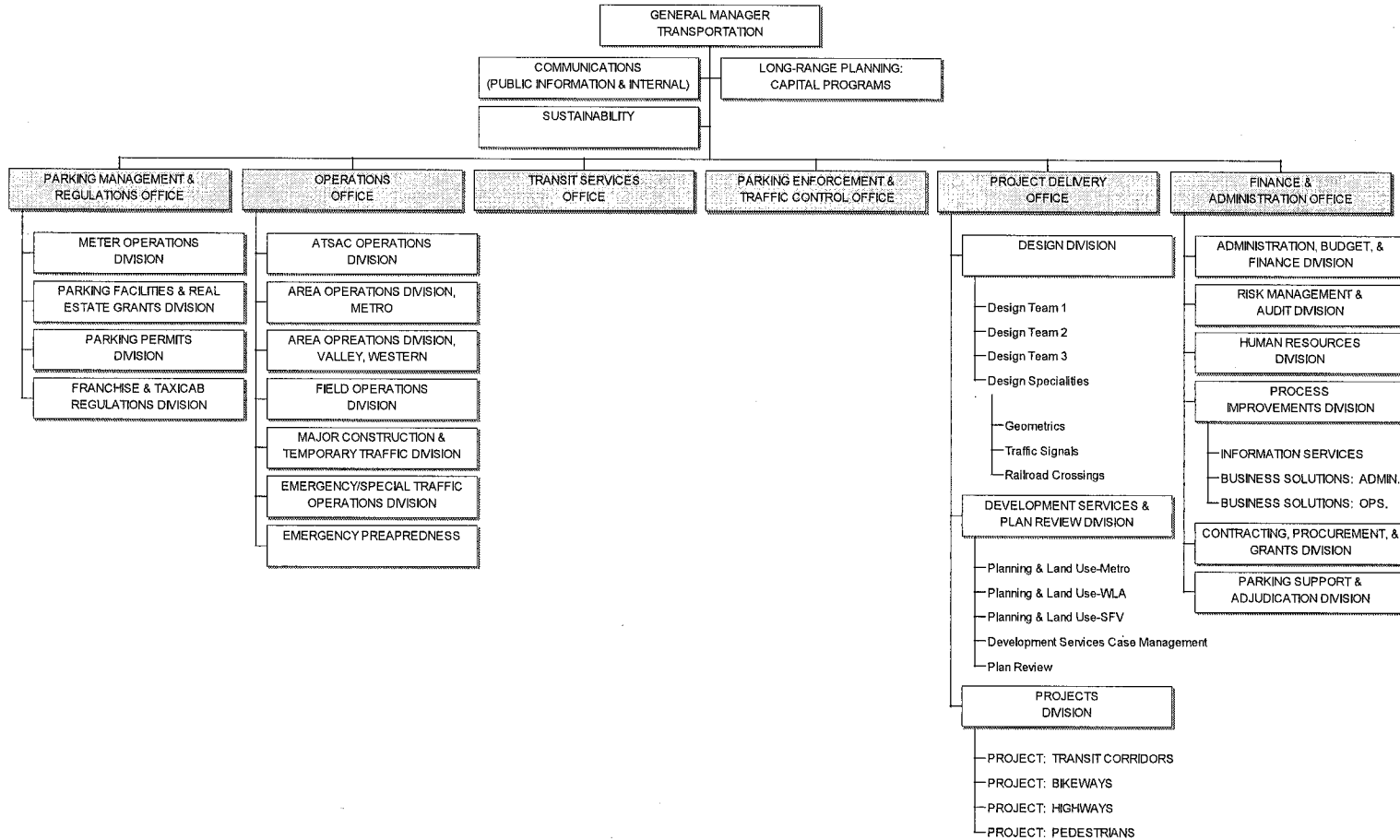
Upon further analysis, some of these Divisions may not warrant that title if they function more at the Section level. In addition, some options are presented for the functions under each of these core Executive Offices in the following discussions.

⁷ Each Service has distinct internal "customers" within LADOT and the City as well external customers, such as residents, Metro, CalTrans, etc. The Advanced Planning Action Plan 4 explores in greater depth LADOT's external customers and stakeholders.



EXHIBIT V-3

Recommended LADOT Structure, Executive Offices and Divisions





Parking Management & Regulations Office

The direct reports to the Executive Officer over the Parking Management & Regulations Office would be the following parking operations and facilities functions:

- Meter Operations
- Parking Facilities & Real Estate Grants
- Parking Permits
- Franchise & Taxicab Regulations – optional – see later discussion

In addition to its assigned responsibilities, this organization should take the lead in analyzing pricing scenarios, congestion pricing, and demand pricing models for the City of Los Angeles.

Transit Services Office

Transit Services would be a separate Office, given its size and reach. Transit Services operates the second largest transit system in Los Angeles County with 31 million annual passenger trips. Transit Services has 36 employees who manage a transit program that employs approximately 800 full-time equivalent (FTE) staff (mostly contract staff) and has an annual operating budget of approximately \$100 million.

Parking Enforcement & Traffic Control Office

Because of prior problems identified, LAPD had appointed a Commander as an acting manager over Traffic Control & Parking Enforcement. During the course of the Management Review, a position comparable to an AGM position was approved and LADOT conducted a search and filled this position. The current core functions are organized around geographic areas.

- Southern Division: Parking Enforcement Area Office – Central
- Southern Division: Parking Enforcement Area Office – Western
- Southern Division: Parking Enforcement Area Office – Southern
- Northern Division: Parking Enforcement Area Office – Hollywood
- Northern Division: Parking Enforcement Area Office – Valley



- Special Enforcement Unit

As discussed in “KH’s Strategic Plan Recommendations” in the Parking Enforcement & Traffic Control Action Plan, action steps are outlined for a better assignment of staff to over-time duties.

Operations Office

The Operations Office would focus on the day-to-day operations of the various transportation modes, including:

- ATSSAC Operations Division
- Area Operations Division – Metro
- Area Operations Division – Western and San Fernando Valley
- Field Operations Division
- Major Construction & Temporary Traffic Division
- Emergency & Special Traffic Operations Division
- Emergency Preparedness

Thus, the Operations Office’s focus is broader than just traffic and involves multi-modes of transportation and a proactive approach to mobility, such as establishing bus zones, timing signals for pedestrian needs, providing accessible pedestrian features for the blind and disabled, providing bus priority along 30 bus routes, providing light rail priority, and installing and maintaining bike lanes.

Project Delivery Office

The Project Delivery Office would focus on project management and project completion on time and within budget. Once a project becomes operational, it would likely then be transferred to the Operations Office. Therefore, a distinction is made for:

- Day-to-day ATSSAC operations under the Operations Office
- Special projects to design enhancements and updates to ATSSAC software systems under Project Delivery Office



Core Services

The core Divisions would be:

- Development Services and Plan Review Division:
 - Metro
 - West Los Angeles
 - San Fernando Valley Plan & Land Use Office
 - Development Services Case Management at Figueroa Street
 - Plan Review, including B-Permitting
- Design Division – organized around design teams and areas with specialized expertise (e.g., railroad crossings, traffic signals, and geometrics)
- Transportation Projects⁸, which currently entail:
 - Project – Transit Corridors, including Measure R-30/10 and the coordination with Metro and Expo Authority for the development, design review, and approval of all the regionally significant transit corridor projects such as Crenshaw LRT, Expo LRT phase 2, Metro Orange Line Extension, Westside Subway Extension, and Van Nuys Rapidways
 - Project – Bikeways
 - Project – Highways
 - Project – Pedestrians, including all safety-related projects (e.g., Safe Routes to Schools, Watch the Road, etc.)

ATSAC Design & Upgrades is part of Operations but should have a dotted-line reporting relationship to Project Delivery, particularly when delivering on ATSAC designs and for redeploying ATSAC staff to design projects during peaks-and-valleys in workload.

A longer term option, discussed later, is the potential consolidation of the Planning & Land & Use Offices with the District Offices in Operations.

⁸ Larger and longer term “Projects” are equivalent to “Divisions”.



Project Management and Flexible Staffing of Engineering Staff

While KH envisions that each listed major project would have a “Division Manager” leading it, in the long term, LADOT should employ a more flexible approach in defining projects by:

- Rotating engineers across projects to develop their skills
- Handling reallocation of staff resources on projects while in progress
- Staffing new projects as they are planned
- Reallocating staff from completed projects to slated new projects
- Assigning smaller projects to Section Managers or Project Leaders/Team Leaders

In addition, because of LADOT’s commitment to Project Delivery and completion, it should:

- Establish floaters or roving teams that can be deployed to handle peaks and valleys or assist with projects based on priorities
- Develop a consulting bench to supplement its current capabilities to complete funded programs and projects
- Assign a project manager and integrated teams to complete projects, using a “cradle-to-completion” model, including community outreach, project management tools, funding management, and implementation

Development Services Division

Development Services Division is an outgrowth of the current Planning & Land Use Bureau. It should be renamed to reflect the City’s Development Reform effort to have greater clarity, customer service, and collaboration with the Development Services provided across the City.

With time, LADOT should determine whether the Development Services Division should be more closely aligned with the Areas Operations Divisions and whether there would be benefits in co-locating their operations physically so their respective support staff can provide better coverage in the field offices. Through co-location of staff and staff serving as back-up to each other, the District Offices might have better counter coverage as well. In addition, issues raised by the community to the Area Operations Division can be shared with the Development Services Division staff to determine if there are longer term considerations for addressing the issues.



Finally, the General Manager should link Long-Range Planning to the Project Delivery Office and Development Services Division so that the planning process drives the project priorities.

Finance & Administration Office

The Executive Officer of Finance & Administration Office would have six direct reports:

- **Administration, Budgeting, & Finance Division**, which involves the integration of the existing Bureau of Accounting and Bureau of Budget & Administration (Note: The job classifications of the current incumbents may not permit such consolidation in the near term but, with time, these functions should be consolidated.)
- **Risk Management & Audit Division**, which would also oversee Audit & Investigation⁹ and, thus, would provide a framework for establishing risks within LADOT and linking audit investigations to the high-priority areas of concern
- **Human Resources Division**, which would be an expanded personnel function with a contemporary perspective on human resources, discussed in greater detail in a subsequent recommendation
- **Process Improvements Division**, which would focus on innovative solutions and integrate the two Business Solutions Groups (Administrative Processes and Operations) with Information Services
- **Contracting, Procurement, & Grants Division**, a new function that would ensure consistency in contract, procurement, and grants administration and bidding across LADOT, discussed in greater detail in a subsequent recommendation
- **Parking Support & Adjudication Division**, an independent oversight function separate from the people who issue parking tickets or handle hearings and a recommended transition to contract out the coin operations, as outlined in Action Plan P&T2, Revenue Collections Action Plan, in Chapter IV.

⁹ Note: Finance & Administration might explore whether LADOT would be better served if Audit & Investigation staff were assigned to the Office of the Controller.



G – Other Organizational Recommendations

The Action Plans in Chapter IV contain five organizational recommendations. Three have already been addressed in this report:

1. The need for a Long-Range or advanced planning function (Action Plan AP1)
2. Project management structure, outlined under the “Project Delivery Division” (Action Plan PM1)
3. Over-time assignments within Parking Enforcement & Traffic Control (Action Plan P&T2)

In addition, the Action Plans in Chapter IV also recommended the formal establishment of:

4. Emphasis on Human Resources versus Personnel services (Action Plan HR1)
5. Consolidation of contract, procurement, & grants capabilities (Action Plan MT4 and Action Plan MT5)

These latter two organizational recommendations are discussed next in greater detail, along with an option for Franchise & Taxicab Regulations.

Contract, Procurement, and Grants

Organizational Recommendation 8. LADOT should design a new centralized function for contract, procurement, and grants administration.

The Contracting, Procurement, & Grants Division, a new function, would ensure consistency in contract, procurement, and grants administration and bidding across LADOT. To better manage the contract function, the Division would:

- Provide consistent advice on technical purchasing issues
- Allow for independent authority verifying the fairness of the process
- Ensure sufficient resources are available to avoid bottlenecks
- Improve cycle-time and quality of RFPs
- Assist with contract compliance monitoring.
- Provide assistance, analysis, and reports associated with grants
- Track the LADOT grant picture and inform Executive management regarding issues and trends
- Assist line units in securing grant dollars, as needed, with consistent administration and bidding across LADOT

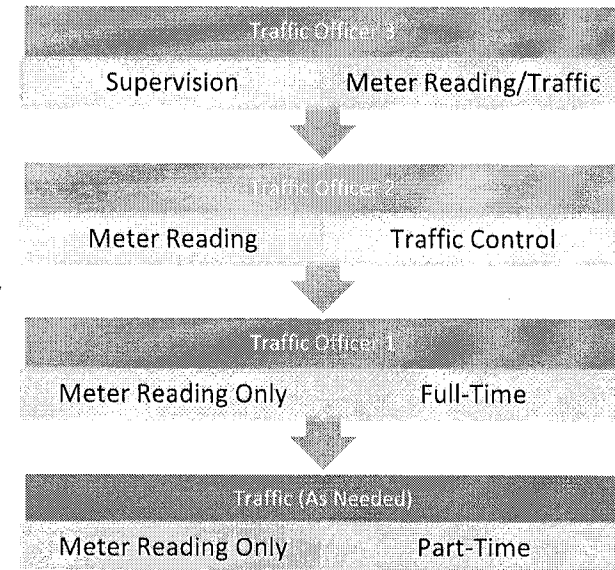
Human Resources

Organizational Recommendation 9. LADOT should build a meaningful Human Resources Division that reflects best practices of the 21st century.

LADOT needs to make the bold transition from a 20th century Personnel Services function to a 21st century Human Resources Division with the capacity to take a leadership role in human resources management, staff training and development, work culture, and organizational development. It should be more involved with the various organizations and periodically go out into the field to understand the organizations and operations better.

In addition, Human Resources should analyze positions to ensure the skill sets are in alignment with the work to be done. For example:

- Should engineers investigate parking tickets? Is the use of engineers to manage contracts the best use of their skills? Does Parking Management & Regulations require engineering expertise over the Parking Meters Division? Human Resources would identify where engineering staff are doing non-engineering work that could be performed better or more cost-effectively by another position, such as Management Analysts, thereby freeing engineers to do engineering work.
- What is a logical career path for Traffic Officers? What is the right mix of Traffic Officer 3, Traffic Officer 2, and Traffic Officer 1 positions? Will the savings from using Traffic Officer 1 positions longer cover the added costs for Traffic Officer 3 positions?



This kind of analysis would enable LADOT to build convincing cases to the Office of the City Administrative Officer (CAO) and others during the budgeting process.



Finally, LADOT managers must also learn what their human resources-related responsibilities are – coaching and developing their people, resolving issues before they escalate, building productive work cultures, providing feedback to employees regarding their performance, etc.

Recommendation 10. *LADOT should consider the pros and cons of aligning Franchise & Taxicab Regulations with Parking Management versus Transit Services.*

The Franchise & Taxicab Regulations Division could be aligned with the Parking Management & Regulations Office, as already discussed, or could be part of the Transit Services Office.

Unlike most major cities in the United States or internationally, Angelenos typically schedule taxi services by placing phone calls and making reservations. LADOT establishes standards to limit the amount of leeway time to approximately +/-15 minutes. In the future, LADOT should explore how taxis can be part of an integrated transportation solution, particularly in supporting short trips to/from Transit Oriented Districts (TOD) – also referred to as a travelers’ or commuters’ “first-last-mile” connection. As a first step in broadening the use of taxis in Los Angeles, LADOT implemented a Hail-a-Taxi Pilot Program in the Downtown and Hollywood areas in 2008. The change primarily involved relaxation in curb parking restrictions and parking enforcement rather than taxi regulation.¹⁰

Option a – Franchise & Taxicab Regulations Division as Part of the Parking Management & Regulations Office. Both Parking Management and Franchise Regulation are regulatory in nature. If aligned with parking functions, the focus would continue on regulatory affairs.

Option b – Franchise & Taxicab Regulations Division as Part of the Transit Services Office. Given the importance of integrating taxis into an overall transportation network solution, an option is to align Franchise & Taxicab Regulations with the Transit Services Office as an alternative transportation mode. In this way, the Transit Services Office can emphasize alternative transportation modes in an overall traffic mitigation strategy considering: Dash, Cityride, Taxis, Ambulances, Commuter Express, and Pipelines.

¹⁰ http://clkrep.lacity.org/onlinedocs/2007/07-3989_rpt_ladot_5-20-08.pdf

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Taxi services have been an integral part of the Cityride Program, operated by Transit Services, for more than 20 years. Cityride is a user-side subsidy program that allows clients to use the City subsidy to purchase trips on City operated dial-a-ride vans or City franchised taxi service. Examples of Cityride coordination activities include:

- The current taxi franchise agreements require acceptance of Cityride fare media.
- LADOT reimburses taxi companies for accepting Cityride fare media (through LADOT Accounting) for Cityride trips served.
- LADOT Transit Services coordinates with the Franchise & Taxicab Regulation Division regarding Cityride taxicab complaints.
- LADOT coordinates with the taxi industry recently regarding new electronic Cityride fare card technology.
- LADOT Transit Services coordinates with the Franchise & Taxicab Regulations Division regarding a Federal grant to purchase a number of new accessible taxicabs for the industry.

Transit Services reviewed all of its operations in 2010 and recommended significant service changes and fare/fee increases across the board for all services, including Cityride. Transit Services is currently initiating a follow-up review of the Cityride Program to evaluate additional possible changes to increase overall cost-effectiveness, including a potential increased role for taxis. The analysis would involve determining the current cost per round trip vis-à-vis a taxi round trip. The City has no legal obligation to provide special transportation service needs of seniors or others via provide Cityride services. ACCESS services are available for this population segment.

The table summarizes the major pros and cons of each option:

Options	Pros	Cons
Option a – Franchise & Taxicab Regulations Division as Part of the Parking Management & Regulations Office	Perpetuation of the status quo is preferred.	Parking Management & Regulations will focus on the taxi-related regulatory issues and not the use of taxis as part of integrated transportation solutions.
Option b – Franchise & Taxicab Regulations Division as Part of the Transit Services Office	Transit Services can develop integrated transportation solutions, particularly in supporting short trips to/from Transit Oriented Districts (TOD).	The Franchise & Taxicab Regulations Division is regulatory in nature and, thus, differs from the operations focus of Transit Services.



Options	Pros	Cons
	Transit Services works closely with the Franchise & Taxicab Regulations Division already on operational issues pertaining to Cityride.	Pipelines are only a regulatory function.

Needless to say, co-locating Franchise & Taxicab Regulations under Transit Services is not necessary to evaluate options to make Cityride more cost-effective. In the event that the Franchise & Taxicab Regulations Division remains a part of Parking Policies & Regulations Office, Transit Services Office should collaborate with the Parking Management & Regulations Office as part of its cost-benefit analysis of the Cityride Program. If the Franchise & Taxicab Regulations Division becomes part of the Transit Services Office, the proposed Parking Management & Regulations Office should be renamed the Parking Management Office.

Overall Organizational and Work Culture

Recommendation 11. LADOT should promote its values and intra-Departmental collaboration and teamwork.

While implementing the organizational changes, LADOT leadership should emphasize its values, including importance of accountability, responsiveness to customer service, team work, and criticality of the employees in making it all happen, as outlined in Chapter III and with the proposed L.A.D.O.T. values:

Leadership Accountability Delivery of services and programs Openness Teamwork

Many of the Action Plans in Chapter IV emphasize the importance of such collaboration. At a minimum:

1. The General Manager should have weekly standing meetings with all direct reports.
2. Executive Officers should hold at least bi-weekly standing meetings with their direct reports.

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3. Depending on the span of control and shifts, Division Managers should meet with their employees at least bi-weekly. In addition, Division Managers should make routine field trips, hold meetings in the field, and observe first-hand the work environments and work performed.
4. The General Manager should have a monthly standing meeting with the Executive Officers and Division Managers to share and celebrate accomplishments, solicit feedback, address intra-Departmental issues, and provide updates on LADOT-wide initiatives.
5. Executive Officers and Division Managers should be encouraged to share information – “wins” and “losses” – as a means of sharing lessons learned. They should also share these lessons learned with their staff.
6. LADOT should establish structured communication channels to supplement the current informal communication modalities.
7. LADOT Executives and Division Managers should develop a formal schedule for ensuring coverage during their shortened work weeks. In addition, this schedule should maximize the amount of time in the office so that Executives and Division Managers can meet and resolve issues in a timely manner.
8. LADOT Executive Management should plan for a smooth transition to the new structure and ensure critical positions are adequately covered in the new structure. LADOT has to be careful in managing organizational transitions to ensure that the priority work is addressed. With the organizational downsizing during the last couple of years, there are remnants of “ghost work” – projects and paperwork left unfinished by a departing worker that haunt former work colleagues. Therefore, LADOT should address outstanding vacant positions or not fully covered positions, including incumbents acting in lieu situations, long-term disabilities, physical limitations, etc.

H – Longer Term Considerations

Inter-governmental Relationships & Council Liaison

Longer-Term Consideration A: Once the City's financial crisis is ended, LADOT should consider a formal designee focused on inter-governmental relationships, particularly with City Council Offices.

Opportunity. Many City Council Offices indicated that they would like one point of contact – a position similar to a Council Liaison that other Departments, such as the Los Angeles Department of Building & Safety (LADBS), have. LADOT once had such a position but it was eliminated during the budget cuts. Other City Council Offices rely on the Area Operations as their first points of contact on neighborhood issues with LADOT but also observe reduced effectiveness and responsiveness because of staff reductions in that operation.

Consideration. Although LADOT may not be able to budget for such a position in the near term, it is a needed position in the coming years. This position should also work closely with Communications and Long-Range Planning, particularly in soliciting input from City Council Offices on plans, capital program priorities, public information sharing, public accountability/metrics, and future directions.

In addition, this function should assist LADOT with its outreach efforts, including:

- SCAG Regional Transportation Plan (RTP)
- Interfaces with other jurisdictions
- Community outreach
- Inter-City relationships
- Development Reform

Various individuals within LADOT might be assigned as the key interface on specific issues (e.g., parking) but should keep the Inter-governmental Relationships & Council Liaison abreast of what transpires, as well as share needed information with others at LADOT. The Inter-governmental Relationships & Council Liaison should ensure that the issues being raised and plans being made are coordinated and that decisions are made when needed. In addition, this function would:



- Develop the strategies and tactics for helping to promote LADOT’s transportation vision and strategic priorities for the benefit of the City of Los Angeles with the Office of the Mayor, City Council, other City Departments, other government agencies, the public, the media, etc.
- Work closely with the Area Operations because many City Council District Offices rely heavily on them

LADOT Facilities

Longer-Term Consideration B: Once the City’s financial crisis subsides, LADOT should develop and implement a facility strategy linked to its organizational strategy.

As the recession subsides, LADOT should develop a facility strategy, involving:

- Greater co-location of synergistic services, such as Development Services and Area Operations Divisions
- Facility enhancements to buildings in distress, such as some of the facilities in the Traffic Control & Parking Enforcement Office

I – Outside Work Scope

The City’s Departmental Structure

City Governmental Issue. The City of Los Angeles should consider the merits of a Department of Transportation & Streets when considering various organizational alternatives.

KH was retained to do a Management Review of LADOT, including its internal structure and how to improve its overall operations, and not to analyze the structure of City departments in general. During KH’s interviews with external stakeholders, however, a number of interviewees identified potential “efficiencies” if certain City departments or bureaus were consolidated or functions were re-allocated across the City. Therefore, KH felt it was important to provide a framework for the City to assess different structural options.

Some refer to LADOT as a “smaller” department, which is not the case. ***LADOT is a large department by most governmental agency standards.*** Although its General Fund reflects a budget of \$130 million, ***its actual budget working capital***, given its special funds



(e.g., Measure R, Proposition C, and ARRA) and associated pensions and health benefits, *is in excess of \$500 million. This budgetary level is similar to other large transportation agencies, such as MTA.*

Integrated Transportation Departments in Other Major U.S. Cities

The City of Los Angeles should realize that transportation is one of its greatest challenges. The two other major U.S. cities – New York City and Chicago – also face transportation challenges and opt for dedicated Departments that can focus on such issues.

- **New York City**¹¹. New York City Department of Transportation mission is to provide for the safe, efficient, and environmentally responsible movement of people and goods in the City of New York and maintain and enhance the transportation infrastructure crucial to the economic vitality and quality of life of its primary customers, city residents. The agency's work is guided by Sustainable Streets, the Strategic Plan for the New York City Department of Transportation. The Department promotes being customer-driven in all its activities and seeks opportunities to create partnerships in the provision of transportation services through appropriate relationships and alliances. Its goals are to:
 - Provide safe, efficient, and environmentally responsible movement of pedestrians, goods, and vehicular traffic on the streets, highways, bridges, and waterways of the City's transportation network
 - Improve traffic mobility and reduce congestion throughout the City
 - Rehabilitate and maintain the City's infrastructure, including bridges, tunnels, streets, sidewalks, and highways
 - Encourage the use of mass transit and sustainable modes of transportation
 - Conduct traffic safety educational programs
- **Chicago**¹². The City of Chicago Department of Transportation (CDOT) is responsible for public way infrastructure, including planning, design, construction, maintenance, and management. Their operations encompass:
 - Alleys
 - Bicycling
 - Bridges and Viaducts
 - Conservation, Outreach & Green Programs
 - Permits
 - Red-light Camera Enforcement
 - Shoreline Protection Project
 - Sidewalks

¹¹ <http://www.nyc.gov/html/dot/html/about/about.shtml>

¹² <http://www.cityofchicago.org/city/en/depts/cdot.html>

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- Construction Guidelines/Standards
- Contracts and Requests for Proposals
- DIGGER--Chicago Utility Alert Network
- Future Projects, Studies and Concepts
- Maps and Plats Kiosk
- Office of Underground Coordination
- Pedestrians
- Signs and Pavement Markings
- Streets
- Streetscapes and Sustainable Design
- Sustainable Transportation
- Traffic Information
- Traffic Signals and Streetlights
- Transit Stations

Pros and Cons of City of Los Angeles Alternatives

The consolidation concepts in the City of Los Angeles were an outgrowth of the “Three-Year Sustainability Plan”¹³, prepared by the Office of the CAO; the focus of the plan was on restructuring various City departments and functions, particularly administrative overhead. The plan was discussed at various City Council meetings. Some of the reports were “stand alone” and others correlated with other reports. Although the reports only explored two alternatives, before proceeding with any such actions requires more in-depth analysis of the proposed alternatives, as well as consideration of other alternative actions. The City Departments and Bureaus involved are:

- LADOT = Los Angeles Department of Transportation
- LADCP = Los Angeles Department of City Planning
- BSS = Department of Public Works (DPW), Bureau of Street Services
- BSL = Department of Public Works (DPW), Bureau of Street Lights
- LAPD = Los Angeles Police Department

Below are some alternatives that have been raised with highlighted pros and cons of each. Before the City adopts any of these alternatives, it should explore best practices in other cities and complete a detailed analysis of the preferred alternatives. In all alternatives, the City should be mindful that BSL has its own funding mechanism, which should not be dismantled or co-mingled with other City departments or bureaus.

¹³ Fiscal Year 2009-2010 Mid-Year Financial Status Report and the supplemental “Three-Year Plan to Fiscal Sustainability”, City of Los Angeles, January 29, 2010 http://clkrep.lacity.org/onlinedocs/2009/09-0600-s159_rpt_cao_1-29-10.pdf1

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Alternatives' Concept	Pros	Cons
<p>Alternative 1. Status quo. The current City structure would remain in place.</p>	<ul style="list-style-type: none"> ▪ Transportation is one of Los Angeles’s biggest challenges. Therefore, the City should have a dedicated department – namely, LADOT – that can focus on transportation and traffic issues. ▪ LADOT can promote an integrated transportation system through collaborative efforts with Metro, CalTrans, SCAG, LAWA, Port of Los Angeles, and other State and regional agencies. ▪ LADOT’s total budget of \$500 million (of which, \$130 million is from the General Fund) makes it a large department and, thus, warrants its own administrative structure. ▪ The City can never consolidate all of the entities that might be involved with transportation and streets, including BSS, BSL, LAPD, LADWP, and Planning. Such a department would be unwieldy. There will always be inherent overlap in city government. ▪ DPW would remain as it is currently structured. The Board of Public Works is over DPW, awards contracts, and shields the City Council from contactors lobbying. 	<ul style="list-style-type: none"> ▪ Historical precedence warrants revisiting the current structure to ensure that the City’s departmental structure is keeping abreast of the challenges facing the City today. ▪ Co-location of consolidated departmental functions from other City departments and bureaus is important for success. ▪ LADOT and LADPW have long-term leases in their respective buildings so they may not be able to save lease costs in the short term.

Alternatives' Concept	Pros	Cons
<p>Alternative 2. Create a Department of Transportation & Streets: Integrate DPW street-related functions (i.e., BSS and BSL) and LADOT into a new department. LADOT, BSS, and BSL could each be bureaus within the new Department of Transportation & Streets.</p>	<ul style="list-style-type: none"> ▪ Transportation is one of Los Angeles's biggest challenges. LADOT's role is greater than just maintaining streets. Safe and efficient streets involve LADOT, BSS, and BSL. They must also interface with Metro, CalTrans, City Planning, Development Reform, and a myriad of other stakeholders to ensure an integrated transportation network is the outcome. ▪ Other major U.S. cities have integrated Departments of Transportation & Streets. ▪ City Council offices, other agencies, and the public and external stakeholders would have one Department to deal with. ▪ The City would have greater ease in building a unified GIS for the City's streets. ▪ A single Department could: <ul style="list-style-type: none"> ○ Have potential cost savings by consolidating financial management and accounting functions and staff support functions ○ Have a more integrated and strategic approach to the current design and delivery of capital projects ○ Integrate LADOT, BSS, and BSL better ○ Eliminate barriers to service delivery across bureaus and departments 	<ul style="list-style-type: none"> ▪ LADPW bureaus would likely be resistant to being no longer part of LADPW, even if their bureaus were to remain bureaus within a larger department – Department of Transportation & Streets. ▪ Bureaus will tend to replicate financial and accounting functions unless a strong centralized capacity is built that meets their needs.¹⁴ ▪ LADOT and LADPW have long-term leases in their respective buildings so they may not be able to save lease costs in the short term.

¹⁴ BSL has its own funding mechanism and incentives to pursue energy savings, which should not be dismantled with any of the organizational options.



Alternatives' Concept	Pros	Cons
<p>Alternative 3. Department of Public Works (DPW) Reorganization, including LADOT¹⁵: Create a consolidated DPW with BSS, BSL, and a Bureau of Transportation</p>	<ul style="list-style-type: none"> ▪ Co-location under DPW could: <ul style="list-style-type: none"> ○ Have potential cost savings by consolidating financial management and accounting functions and staff support functions ○ Have a more integrated and strategic approach to the current design and delivery of capital projects ○ Integrate LADOT, BSS, and BSL better ○ Eliminate barriers to service delivery across bureaus and departments 	<ul style="list-style-type: none"> ▪ Without a DPW General Manager, integration across bureaus will be difficult. ▪ This alternative focuses on ERIP rather than what is in the best interest of the City's operations and future needs. ▪ Transportation is one of Los Angeles's biggest challenges and LADOT's role is greater than just maintaining streets. It must interface with MTA, CalTrans, City Planning, Development Reform, and a myriad of other stakeholders to ensure an integrated transportation network is the outcome. This focus could be lost if LADOT is subsumed into DPW. ▪ Bureaus will tend to replicate financial and accounting functions unless a strong centralized capacity is built that meets their needs.
<p>Alternative 4. Department of Public Works (DPW) Bureau of Transportation & Streets¹⁶: Create a Bureau of Transportation & Streets, including LADOT, BSS, and BSL</p>	<ul style="list-style-type: none"> ▪ See Pros cited in Alternative 3 	<ul style="list-style-type: none"> ▪ See Cons cited in Alternative 3
<p>Alternative 5. Dispersion of LADOT: Disperse LADOT functions to other City Departments, including DPW, LAPD, and LADCP</p>	<ul style="list-style-type: none"> ▪ Field Operations (street striping), ATSAC, and street engineering design could be part of DPW and more closely align with the Bureaus there, particularly BSS, BSL, and BOE. 	<ul style="list-style-type: none"> ▪ See Cons cited in Alternative 3 ▪ LADOT transportation planners currently work with LADCP; the barrier is staffing resources, not a willingness to work together.

¹⁵ "Three-Year Plan to Fiscal Sustainability", Department of Public Works Reorganization (including LADOT), City of Los Angeles, January 29, 2010, http://clkrep.lacity.org/onlinedocs/2009/09-0600-s159_rpt_cao_1-29-10.pdf, pages 203-205

¹⁶ "Three-Year Plan to Fiscal Sustainability", Public Works Bureau of Transportation/Streets (by 7-1-11), City of Los Angeles, January 29, 2010, http://clkrep.lacity.org/onlinedocs/2009/09-0600-s159_rpt_cao_1-29-10.pdf, pages 218-220

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Alternatives' Concept	Pros	Cons
	<ul style="list-style-type: none"> ▪ Transportation planners could be reassigned to LADCP and work closely with City planners in updating Community Plans and the Mobility Element in the General Plan. ▪ Traffic Control & Parking Enforcement was part of LAPD until the mid-1980s; LAPD could integrate this function back into its operations 	<ul style="list-style-type: none"> ▪ LADOT took over Traffic Control & Parking Enforcement in the mid-1980s because of a need to have greater focus on revenue generation – a secondary interest of LAPD – and customer service.
<p>Alternative 6. Lead Department model: Working within the current City structure, accountabilities are clearly defined regarding which Department or Bureau is the lead on initiatives</p>	<ul style="list-style-type: none"> ▪ KH designed this model for the County of Los Angeles, which has applied it successfully on inter-Department projects since 2000. ▪ The model is similar to the Development Services Case Management Office, developed as part of Development Reform, where different Departments assign staff to work as a team at a single location under a designated team leader. ▪ It permits inter-Departmental collaboration with clarity regarding which Department has overall responsibility. 	<ul style="list-style-type: none"> ▪ The City has rigid organizational lines that make such collaboration challenging. ▪ Each Department/Bureau and participant has to be willing to work as a team across Departments and Bureaus. ▪ Funding of such operations has to be defined.
<p>Alternative 7. Cabinet model: Similar to Development Reform, a Cabinet of Department Heads from LADOT, BSS, BSL, LADCP, and other involved Departments would be formed</p>	<ul style="list-style-type: none"> ▪ The Cabinet would focus on the strategic, policy, and high-profile transportation and streets issues that cut across the City. ▪ The Cabinet could focus on integrated solutions to applying smart city and livable community concepts and how the Transit Oriented Districts (TODs) in the City should evolve. 	<ul style="list-style-type: none"> ▪ The City has rigid organizational lines that make such collaboration challenging. ▪ The Cabinet may be dissolved when changes in Mayors occur. ▪ Department heads have busy schedules.

Alternatives' Concept	Pros	Cons
<p>Alternative 8. Joint-Powers Authority (JPA): A formal structure for inter-jurisdictional operations, planning, and implementation involving various governmental agencies (e.g., LADOT, CalTrans, MTA, County of Los Angeles, and other incorporated cities)</p>	<ul style="list-style-type: none"> ▪ A JPA would bring together all of the agencies – within the City and outside of the City – to focus on regional transportation planning, implementation, and operations. 	<ul style="list-style-type: none"> ▪ The City of Los Angeles has not had an easy time in ensuring timely decision-making and clear accountabilities within existing JPAs.

City of
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Comprehensive Management Review

VI – Implementation Plan



VI – Implementation Plan

KH proposed to facilitate a “change management approach” instead of a traditional management audit. By working with LADOT, the Department leadership seems committed to implementing the Action Plans and recommended organizational structure. Its General Manager has already approved the implementation of some of them; some Action Plans were completed during the course of this Management Review.

Although the Action Plans outline what should be done, why it should be done, and when it should happen, they require coordination and monitoring to ensure they happen. Therefore, this last chapter is important for outlining how to manage and monitor implementation efforts.

The Action Plans outline initiatives for the next one to three years. The Action Plans require review, updating, and refinement as action steps take place and LADOT gains more experience in the change management process, thereby benefiting from progress made and lessons learned. In addition, the change management process should emphasize continuous process improvements that continue even after the Action Plans are completed.

Overall Implementation Responsibility

Given the importance of the Action Plans, the General Manager should spearhead the implementation effort overall. The General Manager and Executives Officers should:

- Provide overall leadership for the implementation effort
- Assign an Executive Officer in charge of and accountable for each Action Plan’s or recommendation’s successful completion.
- Assign an Implementation Manager – *as a change champion* – who is responsible for implementing the Action Plan or recommendation. This assignment may be the same as the Executive Officer. Such assigned responsibility acknowledges that each Action Plan may have others involved for specific Action Steps, but the Implementation Manager has overall responsibility.
- Ensure linkage to the budgeting process

Implementation Steps

Exhibit VI-1 (at the end of this chapter) displays the Action Plans and lists the assigned Executive Officer, Implementation Manager, importance, and timing of each one. Some of the Action Plans complement each other and should build on the successes of each other. Therefore, they should be implemented systematically and not piece meal.



Step 1: Review and Accept Recommendations in Principle

The Action Plans present the intended strategic thrust of proposed improvements without being too prescriptive regarding the details. Therefore, the Executive Officers should review the Action Plans and Action Steps one by one and accept them in principle. Action Plans can be modified as suggested by Executive consensus or as required to meet specific constraints, such as availability of resources. All action steps in the Action Plans should be accepted, rejected, or modified; none should be ignored.

Most important is LADOT’s commitment to continual improvement in its quest to make “Los Angeles the best place to live, work, and visit.” The recommendations set forth a pathway for implementing change and continual improvements.

Step 2: Appoint an individual in charge of overall management of the implementation

The General Manager should appoint a Project Manager to manage the implementation process. The logical assignment is with the Sustainability staff function, which is committed to ensuring that changes – whether environmental, operational, behavioral, or cultural – are sustained. At a minimum, the Project Manager would develop the Agenda, prepare routine progress reports for each Action Plan, provide day-to-day supervision and coordination across Divisions, monitor the Action Plan objectives and action steps, and follow-up on outstanding issues. More important than the project management administration is the role of motivating the work environment to embrace change and seek continuous improvements.

Step 3: Appoint Implementation Managers under the Executive Officers

The intent of assigning Executive Officers to each Action Plan is to suggest ultimate accountability. Executive Officers can appoint an Implementation Manager. Moreover, certain aspects may be delegated to individuals below them but the Implementation Manager is in charge of ensuring the action steps happen.

Step 4: Establish timing of the Action Plans

In reviewing Exhibit VI-1 for each Action Plan, in most cases:

- Implementation of the recommendations with high priority (noted as “High”) should generally commence as soon as possible.
- “Moderate” priority recommendations can be deferred until actions of the higher priority recommendations are under way.
- In some cases, lower priority recommendations may be implemented earlier because they are easy to accomplish and may result in some “quick victories.”
- Other high priority recommendations may be implemented later once LADOT has established more of a foundation for success.



As a starting point, the timing for implementation in Exhibit VI-1 is delineated as:

- **Done** – the Action Plan or recommendation was adopted during the Management Review and fully implemented
- **In Progress** – efforts are underway to implement the Action Plan or recommendation
- **Year 1** – implementation efforts should begin in Fiscal Year (FY) 2012-2013; most Action Plans or recommendations should be completed in that Fiscal Year and then become ongoing thereafter
- **Year 2** – implementation efforts should begin by at least Fiscal Year (FY) 2013-2014 if not earlier; these Action Plans or recommendations should be completed in that Fiscal Year and then become ongoing thereafter
- **Ongoing** – once implemented, efforts should be continued thereafter, reinforcing a continuous improvement culture

The Implementation Managers can refine the cost implications, depending on the course of action the Executive Officers adopt.

Step 5: Begin Implementation and Monitor Progress

Once the Executive Officers approve the Action Plans and appoint the Implementation Managers, the action steps should begin.

Monthly Reviews

At the regularly scheduled Executive Officer meetings and at least once a month, the Executive Officers should share updates regarding progress and problems encountered that may require corrective measures on a real-time basis in the Action Plans.

Formal Action Plan Reviews

Quarterly progress reports. Each Implementation Manager should prepare a brief, quarterly report (one-page) concerning the progress of each Action Plan for the Executive Officers. As Implementation Managers identify adjustments necessary to the Action Plans, they should alert the Executive Officers so the Executive Officers are aware of the changes.

Quarterly and semi-quarterly review meetings with involved LADOT employees. The Executive Officers might invite the individuals involved with the Action Plans to review meetings to discuss progress being made. These review meetings might be quarterly in Year 1 and semi-annually in Year 2 (or until the Action Plan objectives are achieved).



Annual updates of Action Plans. At the end of each year, the Action Plans should be updated and modified, based on the prior year’s accomplishments and lessons learned. The Implementation Managers should produce these updates to the Action Plans to incorporate progress made, “lessons learned,” adjustments needed, and overall successes and setbacks. The Executive Officers should review and approve these revisions. This review process should occur toward the end of the Fiscal Year as input to next Fiscal Year’s budgeting process.

Overlapping Responsibilities and Conflict Resolution

When two or more Executive Officers are involved in an Action Plan, one should be appointed as the “Lead”. Certain day-to-day working relationships should be formally developed to address issues and decisions that cut-across Executive Offices or Divisions. When issues cannot be resolved across Executive Offices, they should be brought to the full Executive team for resolution.

There are some Action Plans that are for the “common good” of LADOT, such as shared technology, training and development, long-range planning, contract administration, grant management, budgeting, and other initiatives. The Executive Officers should ensure that these “common good” needs are met efficiently and systematically across Divisions. In this way, the LADOT-wide perspective can be nurtured and reinforced and unnecessary redundancies can be eliminated through increased sharing of resources.

Integration with Other Departmental Plans

LADOT has other planning documents that should be revised and updated so they are linked to the Action Plans. Key plans include: organizational charts, personnel handbooks, position descriptions, policies and procedures, and budgeted items. Where needed, budgeting for the resources needed to implement the Acton Plans is important. Without such a linkage, the Action Plans are likely to stagnate and little will be accomplished. The timing for some of the action steps may be modified, pending availability of funds.

Exhibit VI-1: Implementation Plan

	Action Plans and Recommendations	Executive Officer	Implementation Manager¹	Importance	Timing
	Strategy				
Strat1	Vision and Mission	Jaime de la Vega	Executive Officers	High	Done
Strat2	LADOT Values	Jaime de la Vega	Executive Officers	High	Done; Ongoing
Strat3	Transportation Principles	Jaime de la Vega	Executive Officers	High	In Progress

¹ TBD = To be determined by LADOT.



	Action Plans and Recommendations	Executive Officer	Implementation Manager ¹	Importance	Timing
A.	Advanced Planning (AP)				
AP1	Advanced Planning Organization	Jaime de la Vega	TBD	High	Year 1
AP2	Innovative Transportation Policies	Jaime de la Vega	TBD	High	Year 1
AP3	Mobility Element in the General Plan	Zaki Mustafa	Tomas Carranza	High	In Progress
AP4	LADOT Strategic Transportation Plans	Jaime de la Vega	TBD	High	Year 2
AP5	Identification of Legislation, Policy, Capital Project, and Grant Priorities	Jaime de la Vega	Executive Officers	High	Year 1
AP6	Technology and Modeling	Zaki Mustafa	Jay Kim	High	Year 2
AP7	Safety and Risk Reduction	Zaki Mustafa	Pauline Chan	High	Year 1
AP8	Community Engagement	Bruce Gillman	Luz Echavarría	Moderate	Year 2
AP9	Development Reform	Jaime de la Vega/ Zaki Mustafa	Jay Kim	High	In Progress
B.	Human Resources				
HR1a	Management and Supervisory Development – coordinated with MT1	Robert Andalon	Don Harrahill	High	Year 1
HR1b	Performance Reviews/Quarterly Reviews	Robert Andalon	Don Harrahill	High	Year 1
HR2	Human Resources Network	Robert Andalon	Don Harrahill	Moderate	Year 1
HR3a	Discipline and Grievances – Disciplinary Process	Robert Andalon	Don Harrahill	High	In Progress
HR3b	Discipline and Grievances – Grievance Process	Robert Andalon	Don Harrahill	High	In Progress
HR3c	Discipline and Grievances – Analysis of Trends	Robert Andalon	Don Harrahill	High	In Progress
HR4a	HR Organization – Shift to Human Resources Model	Robert Andalon	Don Harrahill	High	In Progress
HR4b	HR Organization – Outreach	Robert Andalon	Don Harrahill	High/Moderate	Year 1
HR4c	HR Organization – Policies & Procedures	Robert Andalon	Don Harrahill	Moderate	Year 1
HR4d	HR Organization – Training & Development	Robert Andalon	Don Harrahill	High	Year 1
HR5	HR Record-Keeping	Robert Andalon	Don Harrahill	Moderate	Year 2
C.	Management Tools (MT)				
MT1	Leadership Development – Coordinated with HR1a	Jaime de la Vega	Don Harrahill	High	Year 1
MT2	Budget	Robert Andalon	Greta Stanford	Moderate	Year 1
MT3	Revenue Management	Robert Andalon	William Halverson	Moderate	Year 1
MT4	Grant Management	Dee Allen	TBD	Moderate	Year 1
MT5	Contract Administration	Robert Andalon	Dick Wong	Moderate	Year 1
MT6	Performance Measurement	Jim Lefton	Brian Lee	High	Year 1



	Action Plans and Recommendations	Executive Officer	Implementation Manager ¹	Importance	Timing
D.	Project Management (PM)				
PM1	Project Management Structure and Process	Zaki Mustafa	Not Applicable	High	In Progress
PM2	Project Management Training	Zaki Mustafa	TBD on Methods; Michael Shimokochi (on technology)	High	In Progress
PM3	Project Management Technology	Zaki Mustafa	Michael Shimokochi	High	Done
E.	Innovation and Technology (IT)				
IT1	Innovation Committee	Selwyn Hollis	Michael Shimokochi	High	Year 1
F.	Parking Enforcement & Traffic Control (P&T)				
P&T1	Overtime Assignments	Robert Andalon (on technology); Greg Savelli (on Parking/Traffic)	Michael Shimokochi (on technology); Freddie Nuno (on Parking/Traffic)	High	In Progress
P&T2	Revenue Collection Streamlining	Robert Andalon	Wayne Garcia	High	In Progress
	Organizational Structure				
ORG1	Management Training in Organizational Principles	Jaime de la Vega	All Executive Officers	High	Year 1
ORG2	Streamlined Organization with Professional Managers	Jaime de la Vega	Executive Officers	High	Done; Ongoing
ORG3	Simplified Functional Structure	Jaime de la Vega	Not Applicable	High	Done
ORG4	Staff Functions: Communications, Long-Range Planning, and Sustainability	Jaime de la Vega	Bruce Gillman; Dee Allen	High	In Progress
ORG5	Executive Offices and Core Services	Jaime de la Vega	Executive Officers	High	Done
ORG6	Division Managers' Roles	Jaime de la Vega	Executive Officers	High	In Progress
ORG7	Executive Offices' Divisions	Jaime de la Vega	Executive Officers	High	In Progress
ORG8	Contract, Procurement, and Grants	Jaime de la Vega	TBD	High	Year 2
ORG9	Human Resources	Jaime de la Vega	Don Harrahill	High	Year 1
ORG10	Organizational and Work Culture	Jaime de la Vega	Dee Allen	High	In Progress ; Ongoing

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Comprehensive Management Review

Appendices



Appendix A: List of Interviews and Documents Reviewed

LADOT Interviews

Below is the list of the key LADOT individuals that KH team members interviewed. In some cases, the interviewees had other staff members join them. These individuals are not all listed below.

Position	LADOT Employee
General Manager	1. Jaime De La Vega
Parking Enforcement & Traffic Control	2. Michael Williams 3. Gregory Savelli 4. Rudy Carrasco (retired)
Parking Operations Support & Adjudication	5. Robert Andalon
Capital Programming	6. Ken Husting 7. Kang Hu
Transit Services	8. James Lefton
Public Information	9. Bruce Gillman
Environmental Affairs	10. Detrich Allen
Assistant General Manager	11. John Fisher
Field Operations	12. Zaki Mustafa
Transportation Design & ATSAC	13. Sean Skehan 14. Verej Janoyan 15. Nader Asmar
Traffic Management	16. Brian Gallagher 17. Roy Kim 18. Pauline Chan 19. Aram Sahakian
Assistant General Manager	20. Amir Sedadi
Planning & Land Use	21. Jay Kim 22. Tomas Carranza
Franchise & Taxi Regulations	23. Thomas Drischler
Parking Facilities, Meters & Permits	24. Rene Sagles



Position	LADOT Employee
	25. Daniel Mitchell
	26. Tamara Martin
Assistant General Manager	27. Selwyn Hollins
Accounting	28. Guido Marucut
Budget & Administration	29. Greta Stanford
	30. William Halverson
	31. John Mireles
Personnel Services	32. Stephen Bickel (retired)
	33. Don Harahill
	34. Mark Crisan
	35. Regina Hernandez
	36. Caryl Miller
	37. Vanessa Willis
Audit & Investigations	38. Nelson Vinson
	39. K. Charles Tajiri
Risk Management	40. Zernan Abad
Information Services, Business Solutions Group – Operational, and Business Solutions Group – Administrative	41. Michael Shimokochi
	42. Mony Patel
	43. Jamileh Ardalan



External Interviews

Below is the list of the individuals interviewed outside of LADOT.

Department/Agency	Interviewee	Title
Within the City of Los Angeles Government		
City of Los Angeles, City Council Office, CD2	Damien Carroll	City Council staff to Councilmember Paul Krekorian; District Director, North Hollywood Field Office
	Anita Avakian	Council Aide
City of Los Angeles, City Council Office, CD3	Dan Skolnick	Office of Councilmember Dennis P. Zine, City Council staff; Chief Planning Deputy
City of Los Angeles, City Council Office, CD4	Councilmember Tom LaBonge	City Councilmember; Transportation Committee, Member and former Vice Chair (2011)
	Sheila Irani	City Council staff; Director Special Projects
City of Los Angeles, City Council Office, CD5	Councilmember Paul Koretz	City Councilmember; Transportation Committee, Vice Chair
	<u>City Council staff:</u>	<u>City Council staff:</u>
	Joan Pelico	District Director
	Kian Kaeni	Senior Legislative Deputy
City of Los Angeles, City Council Office, CD7	Jay Greenstein	Transportation Deputy
	Councilmember Richard Alarcon	City Councilmember
City of Los Angeles, City Council Office, CD8	Dan Rosales	City Council staff
	Domingo Orosco	Development Team Deputy; City Council staff to Councilmember Bernard Parks, Transportation Committee, Member and Former Vice Chair
City of Los Angeles, City Council Office, CD11	Councilmember Bill Rosendahl	City Councilmember; Transportation Committee, Chair
	Paul Backstrom	City Council staff
City of Los Angeles, City Council Office, CD13	Marcel Porras	City Council staff to Councilmember/President Eric Garcetti; Planning & Transportation Deputy

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Department/Agency	Interviewee	Title
City of Los Angeles, City Council Office, CD14	Paul Habib	City Council staff; Transportation Deputy
City of Los Angeles, Department of Personnel	Maggie Whelan Jim Abalos	General Manager Personnel Director II
City of Los Angeles, Department of Public Works, Bureau of Engineering	Gary Moore	Director
City of Los Angeles, Department of Public Works, Bureau of Street Lighting	Ed Ebrahimian Norma Isahakian	Director Assistant Director
City of Los Angeles, Department of Public Works, Bureau of Street Services	Nazario Saucedo	Interim Director
City of Los Angeles, Los Angeles Police Department (LAPD)	Commander Michael Williams	LAPD Commander and former Acting Chief, LADOT, Bureau of Parking Enforcement & Traffic Control
City of Los Angeles, Office of the Chief Administrative Officer (CAO)	David Hirano Angela Berumen Janice Chang	Chief Administrative Analyst Chief Administrative Analyst II
City of Los Angeles, Office of the Chief Legislative Analyst (CLA)	Marie Souza-Rountree	Office of the CLA
City of Los Angeles, Office of the City Attorney	Michael Nagle	Deputy City Attorney
City of Los Angeles, Office of The City Controller	Wendy Greuel	City Controller
City of Los Angeles, Taxicab Commission (LADOT)	Bruce Iwasaki	President
City of Los Angeles, Transportation Commission (LADOT)	George E Moss	President
Outside of the City of Los Angeles Government		
Los Angeles County Metropolitan Transportation Authority (Metro/MTA)	Arthur (Art) T. Leahy	Chief Executive Officer
Los Angeles Exposition Construction Authority	Richard D. Thorpe, P.E	Chief Executive Officer
State of California Department of Transportation, CalTrans District 7	Michael Miles, P.E.	District Director



List of Documents Requested

- Most recent LADOT Strategic Plan, including vision, mission, and values statements
- Detailed organization chart with position titles and incumbent names
- LADOT Policies & Procedures Manual
- Budget (FY 2010-2011 and FY 2011-2012)
- Sample budget monitoring or performance reports
- Sample fiscal reports to MTA and State or Federal accountability points as appropriate
- Disciplinary procedures
- Sample Performance Appraisals
- Tracking reports that show completed vs. open performance appraisals
- Staffing levels by Division
- Summary of training programs
- Tracking reports showing employees trained and “to be trained.”
- Records management policies & procedures, including records retention policies
- Contracting and contract oversight policies and procedures
- Sample contract files – 5 contracts in excess of \$1 million, 5 contracts of less than \$1 million
- MBE/WBE contract compliance reports
- Accounting policies & procedures, including revenue and expenditure reporting
- Internal reviews of LADOT operations
- Internal audits
- Business solutions analysis
- External reviews of LADOT operations
- City Controller reports
- Prior management audits
- Recent reviews of Parking Adjudication and related activities
- Media coverage (January 2010-present)



Appendix B: Employee Survey Summary

Overview

As part of the Management Review, KH surveyed LADOT employees to gain a greater understanding of the organizational culture and the work performed. In total, 919 LADOT employees began the survey, and 877 (95%) of the 919 completed the survey.

- The survey was emailed to the 627 LADOT employees with a @lacity.org email address.
- In addition, time to complete the survey and computer stations were provided to LADOT employees without a @lacity.org email address.

Overall, 585 participants accessed the survey with the @lacity.org email link and 334 participants accessed the survey using the general link.

Respondent Profile

907 (99%) of survey respondents indicate that they are full-time LADOT employees.

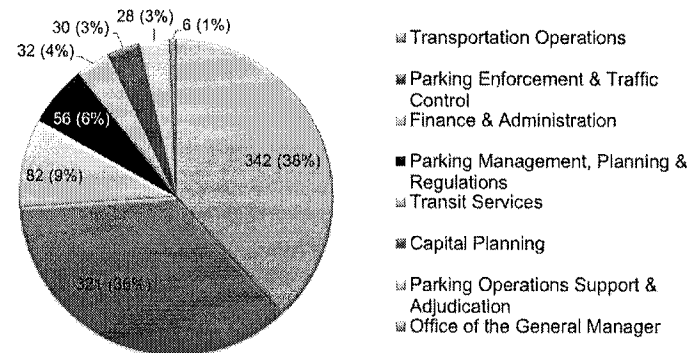
666 (74%) of survey respondents indicate that they are individual contributors/employees.

373 (47%) survey respondents indicate that they have no direct reports.

675 (75%) survey respondents indicate that they work a “standard work week”.

- 23% of respondents indicate that they work more than a standard work week.
- 2% of respondents indicate that they work less than a standard work week.

The majority of the survey respondents indicate that they work in Transportation Operations (38%) or Parking Enforcement & Traffic Control (36%). The chart displays the complete breakdown.





Findings

LADOT Organizational Culture

On a scale of 1 to 4, 4 being “agree” and 1 being “disagree,” survey respondents were asked to indicate their agreement with a number of culture statements.

Survey respondents are most positive about their individual positions and duties within the LADOT organization and their relationship with their direct supervisors and colleagues within their respective divisions. The following statements received the highest response ratings and were the only statements to receive more than 3.5 on the 4.0 scale:

- I know what is expected of me at work. (3.6)
- I am doing something I consider worthwhile on my job. (3.6)

In general, respondents become less positive as the focus of the statements expands beyond their divisions:

- LADOT infrastructure, organization, administration, and systems
- Communication between divisions and filtering of information from the top of the LADOT organization
- External perceptions of LADOT

Survey respondents are the least positive about:

- Staff development, promotion, and retention
- Morale at LADOT – with the lowest response rating of 2.0, survey respondents disagree somewhat that “morale is generally high” at LADOT

Effectiveness of LADOT Processes

ATSAC was the highest-rated LADOT process with a 3.3 rating, on a 4.0 scale with 4.0 being the most effective. Perhaps the most telling finding from this section is the high number of respondents who chose N/A – this indicates marginal knowledge or interest of the processes listed. The effectiveness of processes regarding staff development and human resources activities were among the lowest-rated LADOT processes, again signifying a need for improvement in this area.



Open-Ended Comments and Suggestions

Survey respondents provided hundreds of acknowledgements of successes and suggestions for improvement. KH preserved the anonymity of the individual respondents when compiling and sharing the open-ended comments with the LADOT Executive Team as input into the need for change. In addition, KH shared the LADOT culture and process ratings, by Executive Office, with the Executive Team.