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# GREAT STREETS

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FOR LOS ANGELES

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STRATEGIC PLAN

**LADOT**

City of Los Angeles  
Department of Transportation

Highland Av

THE GREAT  
SOUTH  
WEST  
PLAZA



GREEN STREETS  
Gr... Angeles  
Eric Garcetti  
Mayor

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## OFFICE OF THE MAYOR CITY OF LOS ANGELES

200 N. Spring St. • Los Angeles, CA 90012  
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Dear Fellow Angelenos,

The City of Los Angeles is in the midst of a transformation. We are changing our approach to transportation by building a system that offers Angelenos multiple options for how to get around.

Examples of this transformation are everywhere. We're opening new rail lines and planning protected bike lanes. We're using technology to improve mobility, from interconnected traffic signals to real-time parking information. And we're rethinking how we can use our streets as public spaces, through farmers markets and open street events like CicLAvia.

Our streets are our largest public asset. They occupy 15% of Los Angeles' total land area and serve as our city's circulation system. We need them to also foster community by providing places to gather and enjoy. This is why my first executive directive created the Great Streets Initiative. It is part of my Back to Basics agenda to create a stronger economy, a more livable LA, and a more efficient and effective City Hall.

Great Streets are safe spaces that form the backbone of livable and attractive neighborhoods. Great Streets provide gathering places to meet, to shop, and to spend time with friends and family. Great Streets give Angelenos more affordable and convenient access to jobs and amenities that are easily accessible whether on foot, bike, transit, or in a car.

The Los Angeles Department of Transportation is at the heart of bringing this vision to life in LA. This strategic plan establishes the concrete steps that LADOT will take to accomplish this over the next few years. It includes broad goals supported by specific actions, all of which will make Los Angeles the safest and most livable city in the nation. And, the plan will continue to make LADOT a great place to work by supporting staff development and providing learning opportunities. The department has a proven track record of staff-driven innovation, and this plan provides the framework for continued success.

This strategic plan has my full support and reflects my belief that we can provide prosperity for both current residents and future generations through smart investment, strong management, and forward-thinking policies. I look forward to working with you and General Manager Seleta Reynolds on giving Angelenos excellent choices for their transportation needs. Together we are well on our way to building a safer, more livable, and well-run Los Angeles.

I look forward to seeing you on the street.

Sincerely,

Eric M. Garcetti  
Mayor



Eric  
Garcetti  
#lamayor





## DEPARTMENT OF TRANSPORTATION CITY OF LOS ANGELES

100 S. Main St. • Los Angeles, CA 90012  
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Dear Angelenos:

I am proud to present Great Streets for Los Angeles, the strategic plan for the Los Angeles Department of Transportation. This plan, the most far-reaching of its kind ever produced by the department, will help guide us in delivering safe, comfortable streets that ease travel for all modes and give Angelenos a wide array of transportation choices to meet the needs of a thriving, growing city. This document focuses on the goals set out by Mayor Eric Garcetti and the City Council, and it reflects an open and extensive dialog among agency staff, city leaders, and policymakers to address the demands placed on our streets by everyone who lives, works, and plays in Los Angeles.

A renewed commitment to safety centers the plan with the ambitious goal of reducing traffic deaths to zero within 10 years. Almost half of the traffic fatalities on our streets today are people walking or biking, and Los Angeles has double the national average rate of children and older adults who die while walking. Each of these deaths represents a tremendous loss for families, neighborhoods, and our city. The design of our streets can change these trends in a powerful and permanent way, partnering engineering with enforcement, education and outreach.

Our streets are true public spaces which can draw people to visit local businesses, interact with their neighbors, and build physical activity into their daily lives. The annual cost of health care and lost productivity due to obesity in Los Angeles County is \$6 billion, and a quarter of our city's children are obese. Strengthening safe routes to walk and bike to schools and parks is key to reversing this trend. Our success in providing a wide array of choices can reduce the transportation burden on household income and make our city more affordable. Complete, well-organized streets can also reduce up to 40 percent of greenhouse gas emissions from cars and trucks by enabling people to travel by other means for short trips.

Achieving these outcomes requires a new playbook for street design and new priorities to manage our roads effectively. The plan calls for continued investment in the latest technology, including the Automated Traffic Control Surveillance and Control system (ATSAC), which allows us to efficiently manage traffic in real-time. It also promotes economic development, benefiting our vibrant tourism industry and keeping the Port of Los Angeles competitive by supporting the streets handling the heavy lifting of freight movement. It obliges us to constantly upgrade the vital DASH transit service and to partner with LA Metro make high quality transit available to all Angelenos. The plan points us to modern standards for street design and prioritizes the creation of Great Streets throughout the city. Finally, it calls on us to put the best tools in the hands of our staff to streamline project delivery and to make LADOT a great place to work. These strategies, among the many others across all areas of our work, will keep Los Angeles a flourishing, prosperous city.

Sincerely,

A handwritten signature in black ink, appearing to read "Seleta Reynolds", with a stylized flourish at the end.

Seleta J. Reynolds  
General Manager

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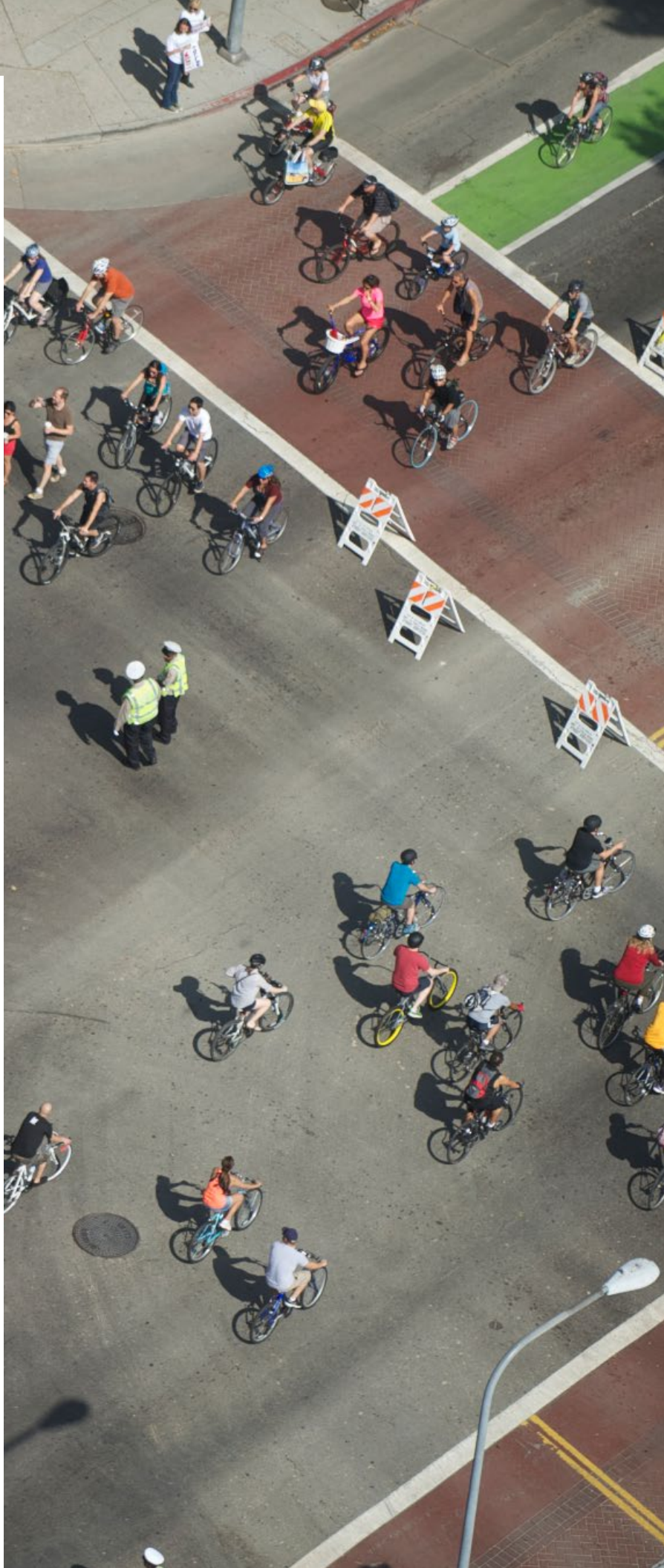
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## About the Plan

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This plan was developed with input from over a hundred staff at all levels of the department. It reflects LADOT's collective voice and the department's vision to create Great Streets for Los Angeles.

The goals, strategies, and benchmarks of the plan are organized into four color-coded sections that reflect the themes and priority outcomes of Mayor Garcetti's *Back to Basics* agenda.





# GREAT STREETS FOR LA

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This plan establishes a vision for LADOT to deliver Great Streets for Los Angeles that will support economic vitality and enhance quality of life

The Los Angeles Department of Transportation is a major provider of infrastructure and services that are vital to the prosperity and livability of this city. One simple vision will propel our investments and activities into the future: creating Great Streets for Los Angeles. Great Streets encapsulates our vision for the city's 21st Century transportation system. It is a more inclusive system that provides better multi-modal choice, a system that can be sustained within our means both economically and ecologically, and a system that supports our economy by connecting places and creating public spaces.

The elements of this strategic plan will guide LADOT in creating Great Streets. Our perspective on Great Streets extends from the edges of the pavement all the way up to the need for a capable and well-managed agency to design, manage, and maintain our investments. The goals, strategies, and benchmarks of the plan will help LADOT continue to be a world-class agency. We will innovate and implement the latest technology, deliver services with pride and excellence in customer service, attract and retain the best talent, and value partnerships and demonstrate civic leadership.

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## Mission Statement

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LADOT leads transportation planning, design, construction, maintenance, and operations in the City of Los Angeles. We work together and partner with other agencies to improve safe, accessible transportation services and infrastructure in the city and region.

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## Our Core Values

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### **Professional integrity, honesty, and respect**

We serve the public. We tell the truth. Our focus is to do what is right, not necessarily what is expedient. We treat everyone with a high level of respect.

### **Problem-solving attitude**

We are known for working closely with the public to clearly identify issues, opportunities, and solutions. We are highly resourceful and provide meaningful options to address problems. We have enthusiasm for our work and a high level of talent and knowledge that we share.

### **Delivery**

We strive to deliver quality projects safely, on time, and on budget. We celebrate and communicate our successes. We work with a sense of purpose and dedication to the city and the customers we serve.

### **Accountability**

We say what we mean, and we do what we say. Our employees are trustworthy, honest, professional, and fair. We are responsible stewards of public funds and resources.







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## Vision Statement

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Los Angeles will have a transportation system that gives people choices to support a high quality of life and strong, healthy communities, as well as continued prosperity and resilience for the region.





# A SAFE CITY

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Making our streets and communities the safest in the nation

Great Streets are safe streets that can form the heart of attractive neighborhoods. Mayor Garcetti and LADOT are committed to prioritizing community safety as a fundamental livability issue for LA. In 2012, nearly 80 pedestrians were killed in collisions with motor vehicles in Los Angeles, accounting for 40% of all deaths from traffic crashes. Every person killed is one too many, and it is the goal of LADOT to eliminate all traffic fatalities in the city by 2025. We have a lot of work to do to realize this goal.

LADOT will improve the collection and analysis of data about where and why fatal collisions occur, and use this knowledge to implement better street designs that are safer for people traveling by all modes. We will be a voice in the community, leading the development of messaging and policies that address traffic crashes as a serious public safety issue. Our efforts will be equitable, providing benefits to all reaches of the city and for Angelenos of all ages.

# Eliminate traffic fatalities in Los Angeles by 2025.

○ See pages 44-45 for more detail on the strategies in this chapter and the benchmarks LADOT will use to measure progress toward implementing them.

## 1 Adopt a Vision Zero Policy and Develop an Action Plan

Vision Zero captures our goal to eliminate all fatalities. LADOT will take actions to more systemically address safety issues, and Vision Zero will provide a framework for these actions. Our efforts will be based on holistic thinking and proven solutions that consider the large variety of factors that contribute to risk such as vehicle types, location, and time of day.

- a. **Adopt a Vision Zero policy and multi-agency task force**
- b. **Complete a comprehensive pedestrian safety action plan**
- c. **Create a dedicated funding mechanism to redesign intersections or streets for enhanced pedestrian safety**
- d. **Reduce the number of severe injuries and fatalities on the top 10 prioritized corridors**

## 2 Incorporate Safety for Pedestrians into all Street Designs and Redesigns

Our streets must be safe for people traveling by all modes of transportation. Prioritizing pedestrians and vulnerable users such as children and older adults will enhance safety for everyone, because streets that are safe to walk on are also safe for bikes, buses and cars. We will retrofit and reconstruct our streets using both existing tools and pioneering new design strategies such as neighborhood “slow zones.”

- a. **Identify safety-related improvements that can be bundled into infrastructure projects**
- b. **Re-time pedestrian signals to comply with current standards**
- c. **Expedite Safe Routes to School program**
- d. **Expand implementation of LADOT continental crosswalks**





## Continental Crosswalks

- e. Expand toolbox for street designs
  - f. **Implement Leading Pedestrian Interval (LPI) to give people a head start to cross the street**
  - g. **Implement turn improvements to reduce conflicts between pedestrians and vehicles**
- 

### Making a mark on safety one stripe at a time

Continental crosswalk markings have 2-foot wide stripes painted perpendicular to the direction of vehicle traffic. They are now the LADOT standard for all crosswalk markings.

Safety studies have concluded that these markings significantly improve the visibility of crosswalks and are more effective in prompting drivers to consistently yield the right-of-way to pedestrians.

There are 19,880 marked crosswalks in the city, and more than 100 have already been repainted with the continental markings. At a cost of \$10,000 on average per crosswalk, we will work to identify resources to implement more continental crosswalks citywide. As part of this Strategic Plan, LADOT plans to install continental crosswalks within 10 days of repaving projects and to identify an additional 100 new priority locations for applying continental crosswalk treatments.



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## GOALS & STRATEGIES

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### 3 Collect Data Consistently and Uniformly

We will improve our capacity to use data to identify safety hazards and top crash locations, and address them in a systematic way. In creating a unified data program we will develop consistent metrics to evaluate the effectiveness of our crash-reduction efforts and establish baseline data to track overall progress toward our vision of eliminating all fatalities.

- 
- a. Improve data collection and analysis to target high-crash locations citywide
- 

### 4 Conduct Outreach Citywide to Advance Vision Zero Goal

We all have a part to play in helping achieve the goal of zero traffic fatalities. Using outreach and messaging campaigns, LADOT will be the leading voice to encourage safe and courteous behavior on the street that will save lives and prevent injuries.

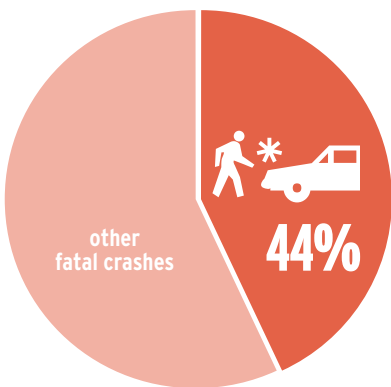
- 
- a. Launch new safety campaigns with “Vision Zero” messaging
  - b. Identify additional funding for safety campaigns
  - c. Coordinate communications on safety issues
- 



## SAFETY FACTS



Motor vehicle crashes are a significant public safety concern in Los Angeles. They are the third leading cause of preventable death in LA County, and the single highest cause of death for children ages one through four. Over the past few years there have been an average of 82 fatal pedestrian collisions per year. We must achieve a downward trend in these numbers.



percentage of fatal crashes involving pedestrians

Crashes are particularly deadly for pedestrians, who account for 44% of all traffic fatalities in the city. Speed reduction is an important strategy to reduce the likelihood and severity of crashes, especially for pedestrians. 95% of pedestrians *survive* in a collision when hit by cars traveling 20 mph or under, but 85% of pedestrians *are killed* in collisions where vehicles are traveling 40 mph.

## Safe Routes to School

### Improving traffic safety for all Angelenos, especially our youngest pedestrians

LADOT is expediting our Safe Routes to Schools Initiative to provide targeted safety improvements at schools with high collision rates. This effort will examine collision histories around the city's elementary and middle schools and create a list of 50 schools that will be prioritized for safety improvements.

LADOT will conduct a thorough study for each school that includes outreach to principals, parents, and other interested parties. We will collect and analyze data on traffic conditions and student travel patterns to support our work.

By fall 2017, short term improvements, such as new school crosswalks, new traffic signals and signal timing, and new speed reducers will be completed or under development for all 50 schools identified. This work will include traffic calming projects such as sidewalk installation and extensions, pedestrian islands, and raised medians.

These new efforts will complement our existing work, including producing "Safe Routes to School" maps for every Elementary School within the Los Angeles Unified School District (LAUSD).



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# A LIVABLE & SUSTAINABLE CITY

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Improving quality of life by enhancing our transportation system and reducing its impacts

A successful transportation network connects people and supports a high quality of life, allowing Angelenos to easily access employment, education and entertainment. But as LA's economy grows, increased travel puts more pressures on the city's infrastructure and environment. Traffic congestion impacts the movement of people and goods, and emissions from motor vehicles negatively affect air quality and public health.

LADOT will increase Angelenos' mobility in a balanced and sustainable way, while supporting a high quality of life in neighborhoods across the city. We will be leaders in building great streets that provide safe, affordable, and attractive facilities for a diverse range of users and travel modes. Our actions will improve the efficiency of our streets, enhance public transit, and expand choices for travel by bike. New technologies will also improve the experience of parking and manage peak demands. These efforts will allow the millions of people and vehicles that flow through LA to reach destinations with greater ease and fewer impacts.

## GOALS & STRATEGIES

Create a balanced transportation system that provides safe and convenient facilities for all users and all modes.

### 1 Create Great Streets for Los Angeles

LADOT will be a leader in realizing the City's Great Streets initiative, working together with city agencies and community partners to implement short-term improvements on the first 15 Great Street corridors identified – one for every council district in LA.

- a. **Coordinate and implement the City's Great Streets initiative to help achieve Mayor's goals**
- b. **Establish Great Streets art, design, and cultural placemaking program**

See pages 46-50 for more detail on the strategies in this chapter and the benchmarks LADOT will use to measure progress toward implementing them.

### 2 Create a Neighborhood Traffic Calming Program

Local streets form the core of LA's neighborhoods. LADOT will create an application-based program to improve the quality of life on these streets through measures to reduce speeding and congestion. These streets will be more peaceful places to live, safer for children to play, and more conducive for neighbors to build community.

- a. **Establish an application-based program for implementing neighborhood traffic calming measures**
- b. **Establish a proactive neighborhood traffic management program, using funds from gas taxes and development impact fees**
- c. **Institute a program for "slow zones" in targeted areas**



### 3 Create and Maintain an Interconnected and Effective Bicycle Network

Although our city has a climate and terrain that make it ideal for bicycle travel, better infrastructure is needed to grow bike ridership. LADOT will build a more connected network of on-street and off-street bicycle facilities in coordination with the Mobility Plan 2035, and expand our toolbox of options to increase safety with designs like protected bike lanes and bicycle boulevards.

- a. **Improve connectivity and comfort level for cyclists on existing and planned facilities**
- b. **Build out LA River path by 2020**
- c. **Implement toolbox of expanded LADOT design standards for bicycle facilities within the agency's Manual of Policies and Procedures (MPP)**

## DASH Bus Service

### Frequent, inexpensive, and convenient bus service in Downtown and in 27 neighborhoods across LA

LADOT operates the second largest bus service in LA County. The Commuter Express moves people traveling to work, DASH buses help make short hops around your neighborhood, and CityRide serves our older adults. We carry over 82,000 passengers every day and complete 25 million trips per year.

We are committed to using the latest technology to improve our performance to stay on schedule. As part of our strategy to make city services more accessible, real time information is now available via computers and mobile devices to let you know when the next bus is coming. We are also working to deploy more electronic message boards at bus stops to display coordinated bus arrival information for multiple transit agencies. The Transit Access Pass (TAP) card already enables convenient access to all of our services with one card, and we are exploring how to expand electronic payment options to make it even faster and easier to board the bus.

LADOT bus services focus not only on improving quality of life for our riders, but also on reducing our environmental footprint. Our entire Commuter Express fleet runs on Compressed Natural Gas (CNG) which substantially reduces air pollution. Also, as outlined in this plan, our goal is to have all our buses equipped with bike racks so that people can expand their use of these more sustainable modes of travel.



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## GOALS & STRATEGIES

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### 4 Improve Bicycle Access Across all Transit Systems

Creating more seamless connections between different travel modes makes the network stronger and more useful. We will improve bike parking at bus stops and rail stations, and be a leader in equipping our buses with bike racks.

- 
- a. **Establish bicycle parking at transit hubs, including bus stops with high ridership**
  - b. **Install bike racks on new LADOT DASH and Commuter Express buses**
  - c. **Support the initiatives of transit agencies to install bike racks on buses**
- 

### 5 Implement a Regional Bike Share System

In cities across the country, from Boston to Denver, bike share has become a successful and popular new form of mobility. Bike share will give Angelenos and visitors access to a bike when they want one, without having to worry about storage, security, and maintenance. LADOT will work with Metro to develop a targeted citywide program.

- 
- a. **Work closely, cooperatively, and openly with Metro on rollout of the system. Coordinate Metro efforts with those in LADOT's Integrated Mobility Hubs program**
- 

### 6 Improve Data Collection on Walking and Bicycling

By collecting more data more consistently, we can identify where needs exist, and to demonstrate how our investments are effective in increasing walking and bicycling.

- 
- a. **Conduct annual pedestrian and bicycle counts**
- 



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## 7 Promote Walking and Bicycling Through Community Partnerships

We will work to actively attract Angelenos to give biking a try, as a healthy, affordable, and sustainable way to get around LA.

- 
- a. **Develop programs that bring new users into the system**
  - b. **Develop program for bike friendly business districts**
- 

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## 8 Expand the Network of Bus Services and Dedicated Bus Facilities

LADOT will work with Metro to implement Bus Rapid Transit (BRT) as a cost-effective way to improve the speed, reliability, and capacity of bus service in LA. We will also work to refine our DASH bus lines, finding opportunities create new routes and improve service.

- 
- a. **Implement Metro’s countywide Bus Rapid Transit (BRT) route plan within 5 years and Transit Enhanced Network (TEN) as outlined in the adopted Mobility Plan 2035**
  - b. **Evaluate the need for potential new DASH routes and develop a prioritized list of new services**
- 

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## 9 Improve Regional Connectivity to Bus Services

As the LA region continues to grow, so too does the role of bus transit in providing mobility. We will expand the ability for people to access our bus networks with more Park and Ride options and better transfers to other transit services.

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- a. **Modify existing DASH service to better serve regional transit stations**
  - b. **Increase access to LADOT Commuter Express routes by expanding the Park and Ride network**
- 

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## 10 Enhance The Experience Of Bus Passengers

LADOT will work to make the journey by bus comfortable and convenient from door to door. We will display real-time bus arrival information, enhance the quality and comfort of stops, and expand electronic payment options to make it faster and easier to board the bus.

- 
- a. **Expand coordinated, real-time, multi-agency bus arrival information system and electronic message boards**
  - b. **Coordinate with partner agencies to improve the quality of bus stops with amenities**
  - c. **Use technology to expand transit fare payment options**
- 

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## 11 Improve the flow of Passenger and Freight Traffic

In coordination with the Mobility Plan 2035, LADOT will work to improve the flow of vehicles on our streets by thoughtfully managing and appropriately allocating the available space from curb to curb. Through better management of loading and deliveries, and keeping trucks moving on designated corridors, goods and freight will reach their destination more efficiently.

- 
- a. **Implement the Vehicle Enhancement Network (VEN) outlined in Mobility Plan 2035**
  - b. **Reevaluate peak-hour parking restrictions in areas where curbside lanes are not used as a legitimate travel lane**
  - c. **Launch an advanced modeling simulation system, customized to manage traffic for special events in LA**
  - d. **Develop a freight management work program to reduce congestion, especially during peak hours**
  - e. **Designate routes for freight vehicles on city streets in coordination with Caltrans**
  - f. **Develop targeted solutions to stop illegal freight staging practices**
  - g. **Create a program for paid commercial loading zones**
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Reduce drive alone trips through enhancing travel for people who walk, roll, bike, and ride.

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## GOALS & STRATEGIES

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### 12 Expand Access to Non-Ownership Models of Vehicle Mobility

Car sharing and taxis offer Angelenos access to a car when required, without having to worry about the costs of parking, maintenance, and ownership. Having access to a shared vehicle helps support a multi-modal lifestyle that includes getting around on foot, by bike, by transit, and sometimes by car too.

- 
- a. Improve transit-taxi interactions for modal points
  - b. Expand hail a cab program citywide.
  - c. Identify potential permitting methodologies that can achieve equitable taxi service and enhance quality of life for customers and drivers
  - d. Expand carshare pilot program
- 

### 13 Implement TDM Programs

To keep up with the increase in activity as our city thrives and prospers, LADOT will pursue ways to manage demands on our transportation networks. We will improve the first/last mile access to destinations by non-driving modes, and encourage Transportation Demand Management (TDM) strategies such as using incentives to reduce traffic at peak times.

- 
- a. Promote the development of Transportation Management Organizations (TMOs)
  - b. Improve first mile/last mile connections
  - c. Encourage bicycling for city employees for short-trips
  - d. Create access and egress strategies to move people to and from major destinations and events
  - e. Use technology to focus on special events and peak hour periods
- 

### 14 Increase the Availability of Parking and the Efficiency of its Use

LADOT is working to make parking smarter and easier. By using dynamic pricing that is adjusted based on demand, and by providing real-time information on where spaces are open, people will be able to more reliably find an open space where and when it is needed.

- 
- a. Support and expand LA Express Park to improve parking availability through demand-based pricing and parking guidance
  - b. Facilitate the shared use of privately-owned off-street parking facilities
  - c. Reassess use of Special Parking Revenue Fund (SPRF) surpluses to reinvest revenue in improvements to off-street parking facilities and new parking technology
- 



## People St

- d. **Conduct outreach to revise existing Preferential Parking District (PPD) policies in order to better integrate the needs of all stakeholders in a neighborhood parking plan**
- e. **Update policies and guidelines for accessible parking in residential areas**

**Pedestrian-centered activity is shown to foster a greater sense of community, and local businesses benefit as more pedestrians frequent neighborhoods that accommodate them**

Through the LADOT People St program, communities can transform underused areas of LA's largest public asset—our 7,500 miles of city streets—into active, vibrant, and accessible public space. Three innovative types of projects are available: Plazas, Parklets, and Bicycle Corrals. These projects also encourage increased levels of walking and bicycling, all the while supporting economic vitality.

People St offers an application-based process for community partners to receive approval to install these amenities. Community partners can build neighborhood support for projects like these, helping provide and fund long-term management, maintenance, and operations. People St projects are affordable, can be completed in months rather than years, and provide immediate benefits to communities.

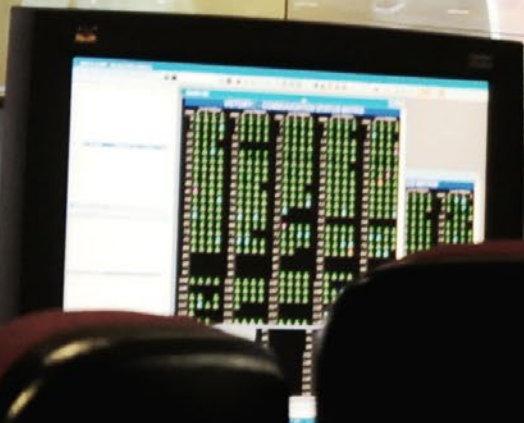
### 15 Support Alternative Fuel Program in Parking Facilities

Accommodating alternative fuel vehicles not only directly benefits the quality of the air we breathe, but it is also an important step in encouraging innovation and supporting the widespread adoption of new technology.

- a. **Implement electric vehicle charger program in city-owned parking facilities**



43 EX







# A WELL RUN CITY: A 21<sup>ST</sup> CENTURY DEPARTMENT

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Making LADOT an effective, well-equipped, and resilient agency that is a great place to work

Achieving the ambitious goals in this plan requires a strong and capable agency. LADOT will strengthen its capacity for planning, management, and coordination to deliver projects on-time and on-budget. We will increase our abilities to collect and use data to identify problems, enhance decision making, improve service delivery, and track our progress and performance.

Our physical infrastructure is the backbone of the city and we will work to keep it in service and make it more resilient to disruptions. Through a stronger focus on asset management, we will better maintain, renew and rebuild, and invest in new technologies that will provide for the needs of a growing and prosperous city.

Creating Great Streets and a great department is only possible through the hard work of great people. By supporting staff with the necessary resources, equipment, and professional development opportunities, LADOT will be a great place to work that attracts and retains top talent.

## GOALS & STRATEGIES

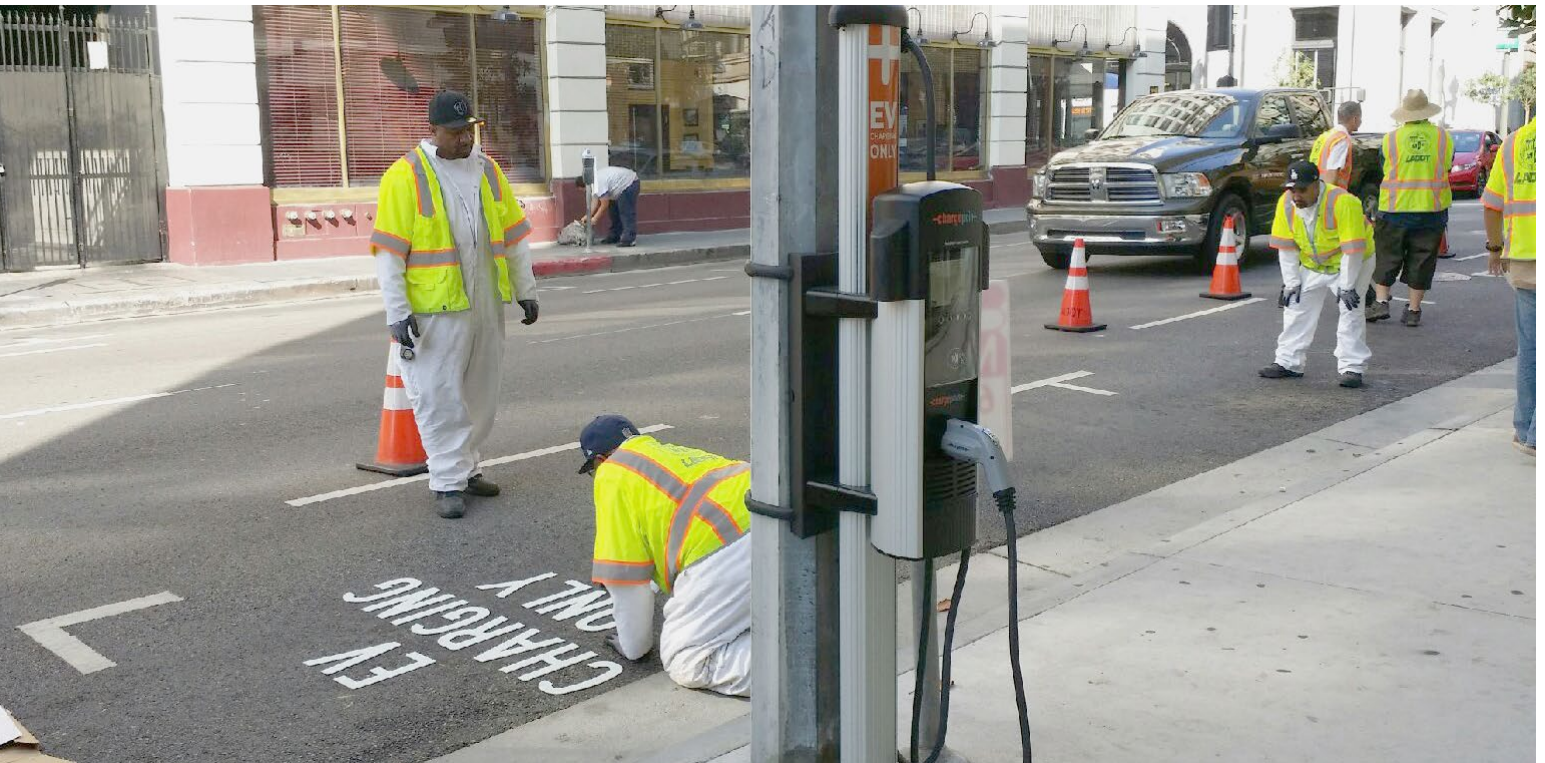
Invest in our people and our infrastructure. Be a great place to work.

- See pages 52-56 for more detail on the strategies in this chapter and the benchmarks LADOT will use to measure progress toward implementing them.

### 1 Prioritize Strategic Short and Longer-Term Projects and Programs, and Streamline Project Delivery

Achieving the ambitious goals in this plan requires renewing how our department selects, designs, and implements projects. Strong planning will guide our policies into practice, and effective management will deliver our projects and programs to the public on time and on budget.

- a. **Create a new group within LADOT to set agency priorities, by identifying project opportunities and overseeing the implementation of transportation projects, including those outlined in the Mobility Element**
- b. **Identify short-term and long-term priority projects and develop implementation strategy**
- c. **Implement a project management tool to better assist staff**
- d. **Train employees to become effective project managers through project management and cost accounting training**



## 2 Improve Communication and Access to Information to Support Decision-Making

More data and greater exchanges of information will help our agency to more quickly identify issues, to track the effectiveness of our actions, and to make sound decisions that are grounded in fact.

- a. Establish before and after data collection protocols for all projects
- b. Create a dashboard to track strategic plan progress
- c. Expand electronic access to department information and materials for field staff
- d. Work with safety experts in advance of projects to enhance decision making and decrease risk aversion
- e. Improve mechanisms for staff to get feedback on legal issues through the City Attorney's Office.

## LA Express Park

### Making parking faster, smarter, and easier

LA Express Park began in 2012 and has changed the way people park in Downtown Los Angeles. The program uses in-ground sensors to notify drivers in real-time where parking is available, and also adjusts parking prices based on demand. Rates increase when parking demand is high and decrease when the parking demand is low. Together, these two features improve customer service, helping make sure there is always a space available when you need it.

LA Express Park also helps improve traffic flow and reduce fuel consumption by quickly guiding drivers to available on-street and off-street spaces, rather than having people circle the block searching for a space.

The program is available in Downtown LA and in the area bounded by the 10 & 110 freeways, Adams Boulevard, and Alameda Street. LA Express park is expanding to Hollywood, and is expected in Westwood Village and Venice by 2017.



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## GOALS & STRATEGIES

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### 3 Improve Budget and Accounting Practices

Improving our internal operations will allow us to be more efficient, run more smoothly, and focus on our mission of improving transportation in LA.

- 
- a. **Digitize all accounting documentation in an accessible, central electronic library, and create systems to reduce manual data entry by the accounting group**
- 

### 4 Make LADOT a Great Place to Work In Order to Attract and Retain the Best Talent

Our people are our biggest resource. We depend on their talent and ideas to keep the department running. Making LADOT a great place to work means supporting staff with the resources they need, and offering opportunities for career development.

- 
- a. **Develop a career development program that provides staff with exposure to different facets of the agency**
  - b. **Measure employee satisfaction to target areas for attention and improvement**
  - c. **Improve support of district engineering field office staffing needs**
  - d. **Expand access to supervisor training programs**
  - e. **Plan ahead to achieve smooth transitions when staff retire and turn over**
  - f. **Encourage exchange of design ideas among LADOT divisions and employees**
- 

### 5 Implement an Infrastructure Maintenance and Management Program

With tens of thousands of signs and thousands of traffic signals, LADOT requires a system to track where and when our attention is needed. By knowing more about the condition of our assets, we can identify required resources, be more efficient about how we schedule work, and stay ahead of the curve on repairs.

- 
- a. **Develop an asset management system to achieve operational efficiencies and be proactive about maintenance**
  - b. **Continue implementation of a complete map-based electronic work order system**
- 



---

## 6 Improve Coordination with Sister Agencies and Contractors

Coordinating closely with our partners will help projects come together more seamlessly.

- 
- a. **Develop plan for expedited installation and maintenance of street striping associated with pavement preservation projects**
- 

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## 7 Ensure ATSAC Remains the Nation's Leading Traffic Management System

Developed over 30 years ago for the Olympic Games, ATSAC has been a nationally recognized and award-winning leader in developing one of the nation's pioneering and most extensive real-time traffic management and traffic signal control centers. It is now time to invest to make sure our system stays modern and secure.

- 
- a. **Relocate and modernize ATSAC Center**
  - b. **Develop an ATSAC disaster and recovery plan including a backup system architecture and secondary ATSAC Center**
  - c. **Develop a new digital ATSAC Camera System Network to replace the existing aged analog video network**
  - d. **Integrate Cyber Security Operation Center (SOC) functionalities into ATSAC operation as directed by City's Cyber Intrusion Command Center (CICC) for Tier 1 City Departments**
- 

---

## 8 Maintain and Upgrade Parking Facility Infrastructure

Maintenance and upgrades are a sensible way to preserve and enhance the value of our existing investments. Improved equipment and better signs in parking facilities will give them a new lease on life.

- 
- a. **Install new automated technology to reduce operational costs and improve management capabilities at all LADOT operated facilities, including revenue control equipment, remote monitoring, and real-time parking availability**
  - b. **Conduct seismic and ADA review of existing structures and upgrade them as necessary**
  - c. **Develop and install standardized signs**
- 

---

## 9 Upgrade Metered Parking Systems to Reflect Current Technologies

We will retrofit and replace our parking meters to ensure they operate reliably and offer customers the ability to use new and emerging payment options.

- 
- a. **Upgrade existing multi-space meters with new technology**
  - b. **Implement a 7-year rolling meter upgrade cycle**
- 

---

## 10 Improve Efficiency of Enforcement Operations

New technology to communicate with Traffic Officers will assist them with identifying violators and will help make our work to enforce traffic and parking laws more effective.

- 
- a. **Improve and enhance communications technology**
  - b. **Implement "guided" enforcement technology to improve compliance and enforcement efficiency**
- 

We are investing in technology to deliver our services more efficiently and to better serve Angelenos.

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## GOALS & STRATEGIES

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### 11 Ensure All Rail Crossings are in Compliance with Federal and/or State Directives

LADOT is coordinating with many partners to come up with a work plan to upgrade rail crossings with technology like connections between traffic signals and railway crossing gates. This effort will improve conditions for all users at these potential conflict points.

- 
- a. Spearhead creation of master cooperative agreements between the City, external agencies, and railroad partners to identify priority locations and jointly implement projects
- 

### 12 Improve Emergency Notification and Incident Response Procedures

It is critical to maintain transportation infrastructure during emergencies and incidents. By planning ahead for these potential disruptions, LADOT will be ready to respond quickly and manage situations effectively.

- 
- a. Clarify roles, responsibilities, and procedures in managing emergencies and incidents
  - b. Improve staff notification process with system for mass delivery of emails and text messages
  - c. Develop Continuity of Operations Plan (COOP)
  - d. Develop an Employee and Family Support Unit that will support and facilitate the communication between employees and their families during a disaster
- 

### 13 Improve Infrastructure to be More Resilient During Emergency Events

By investing in backup systems and strengthening points of possible weaknesses in our infrastructure, LADOT will be better equipped to maintain essential services during emergency situations.

- 
- a. Provide battery backup for signals on city's designated emergency evacuation routes
  - b. Upgrade the ATSAC Communications Network that serves emergency evacuation routes, particularly at relevant ATSAC Hubs
  - c. Improve infrastructure at LADOT facilities to ensure continuity of operations
- 



## LADOT Staff Survey

### Great Streets are created by great staff

Creating a great place to work underpins our success in delivering this Strategic Plan. Recently, LADOT employees completed a survey to gauge their job satisfaction and level of engagement.

The results indicate that people understand what is expected of them and believe they are empowered to do “what they do best.” Succession planning as our workforce ages and matching resources to work plans are both key concerns. Actions in this Strategic Plan identify strategies to improve these areas.

This survey strengthens our commitment to investing in the people and resources that epitomize a 21st Century Department. To see all the efforts we have planned, turn to page 53 and see the benchmarks under goal 4.

## 14 Reduce Placard Abuse Through Tiered Access System and Placard Use Charges

The misuse of parking placards is not only unfair to others, but also illegal. LADOT supports revisions to the current placard system to make it more fair, and also address abuse of the system through enforcement.

- a. Support legislation to reduce placard abuse
- b. Continue sting operations on fraudulent or misused placards









# A WELL RUN CITY: CUSTOMER SERVICE

---

Providing Angelenos an open, reachable, and responsive LADOT

From traffic lights and taxicabs to traffic officers and parking enforcement, the work of LADOT is far-reaching. To better serve our wide range of customers, we will create a stronger team to communicate the roles and responsibilities of LADOT and the services available to the public. By building on the success of the People St program, and expanding our application-based neighborhood improvement programs, we will increase opportunities for active community participation in creating a greater city.

To help people make more efficient travel choices, we will broadcast more timely and relevant information on traffic, transit, and parking conditions, and disseminate our data to leverage the skills of community partners in developing mobile applications and other leading information technologies.

At the same time, the eyes and ears of Angelenos remain an important resource to identify where issues exist and attention is required. We will improve the usefulness of reporting tools like MyLADOT, and work to reduce response times for service requests and resolution times for parking tickets.

## GOALS & STRATEGIES

Capitalize on available and emerging technologies to provide timely and useful information to the people of LA.

### 1 Improve Agency Identity, Transparency, and Customer Service

We have an important mission and strong vision at LADOT. We want the public to know how we contribute to making LA a safe, livable, sustainable, and prosperous city, and report on how we are doing in achieving our goals.

- a. Create a communication strategy and provide dedicated staff to implement it
- b. Create/reinstate LADOT liaisons to work with Council Offices, Mayor's Office, and other partners
- c. Develop LADOT branding strategy

○ See pages 58-59 for more detail on the strategies in this chapter and the benchmarks LADOT will use to measure progress toward implementing them.

### 2 Improve the Dissemination of Information to Stakeholders

By publicizing what we do, people will be able to more easily find and access the services that LADOT provides. Sharing accurate and up to date information will help create powerful tools to make better decisions about travel and parking. With unified outreach materials, our messages will reach more Angelenos more often.

- a. Educate Council Offices, Mayor's Office, and the public on what services LADOT provides
- b. Develop agency-wide, project-based outreach process
- c. Create models and templates for all LADOT public outreach materials
- d. Engage social media marketplace
- e. Use technology and social media to inform people about traffic incidents and to encourage alternate travel routes and modes
- f. Develop a parking data sharing policy



## Online Service Portals

### 3 Improve Customer Service Satisfaction

LADOT receives thousands of requests each year and we are working to make it easier to report issues. Using MyLADOT, we will be able to track our progress on resolving requests and monitor our performance on reducing response times.

- a. Increase the usefulness of existing “MyLADOT” request tracking platform to improve customer service
- b. Improve District Office response times for public requests

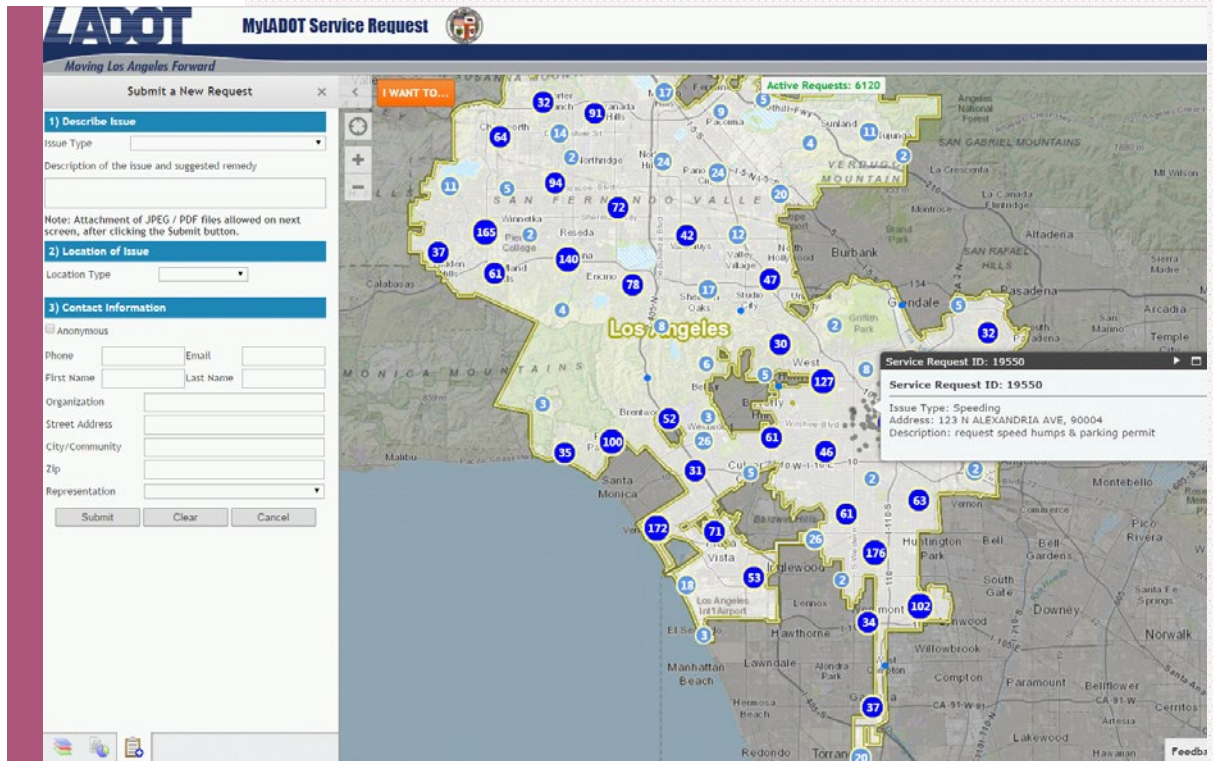
### Making it easier to access City Hall services

LADOT has taken a leading role to improve customer service by developing a number of online service systems. In partnership with the Bureau of Street Services, LADOT developed the Special Events website ([specialevents.lacity.org](http://specialevents.lacity.org)). The site pulls together a calendar of special events based on existing permits, handles new permit applications, and provides a database that supports effective multi-agency coordination for event management.

MyLADOT ([myladot.lacity.org](http://myladot.lacity.org)) is an online service request system that can be conveniently accessed by smartphone, tablet, or computer. The system provides customers with email updates, and a simple interface to report a problem, including a map to precisely identify the location and the ability to upload photos to show exactly what needs attention.

TEAMS, provides a fully automated system for managing temporary no-parking requests from the film industry, for utility installations, and from the public.

Investing in these tools streamlines our operations so we can be more responsive to customer requests.



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## GOALS & STRATEGIES

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### **4 Improve Customer Service and Reduce Response Time for Parking Ticket Resolution**

While no one likes getting a parking ticket, LADOT will work to make the process of paying, disputing, and resolving a ticket as straightforward as possible.

- 
- a. Incorporate industry best practices and maintain necessary staffing levels**
  - b. Clearly communicate adjudication policies, legal requirements, and payment options**
- 

### **5 Revisit Parking Sign Design and Placement**

To reduce parking violations and eliminate confusion we will explore designs to make parking signs more clear and intuitive.

- 
- a. Develop clearer parking sign system for easier interpretation by motorists**
- 

### **6 Improve Coordination Between Street Services and Parking Enforcement**

LADOT will explore new technologies to use real-time tracking and information sharing that can reduce the duration of disruptions caused by street sweeping and other work.

- 
- a. Develop pilot program to link street sweepers with parking enforcement through GPS**
- 



## Traffic Signal Repair

### **We are lighting up the way ahead**

Our field crews maintain over 4,600 signalized intersections in the City of Los Angeles and are responsible for rapidly responding to traffic signal repairs.

Beneath the surface of the street, skilled workers also manage and maintain 64,500 traffic detection loops that monitor vehicle volumes. These sensors allow us to observe traffic patterns, and act as the electronic eyes and ears of LADOT's ATSAC. This technology allows traffic signals to be adjusted in real time, which advances the department's goals of providing a responsive and adaptive transportation system for our customers.

In addition to signal work, our crews are busy responding to maintenance requests, painting pavement markings, striping curbs, and posting signs, amongst other many other agency responsibilities.



SAUDS

DO NOT  
BLOCK  
INTERSECTION

Shape ups

ALDO

NO  
LEFT TURN





# A PROSPEROUS CITY

---

Creating world-class streets that promote a world-class economy

A prosperous city needs Great Streets, and Great Streets are coming to Los Angeles. This strategic plan serves as a road map for LADOT to improve pedestrian safety, enhance mobility for those on buses and bikes, relieve congestion and parking woes, and enhance the efficiency of freight movement in LA. Making our streets safer, more livable, and more sustainable will lead to greater economic vitality for Los Angeles as a whole.

The streets of a city are its front door to the world and the place where public life and private enterprise connect. Improvements to streetscape and transportation networks in places like New York City, San Francisco, and Portland demonstrate the direct links between these investments and economic prosperity. Streets with pedestrian plazas and protected bike lanes in New York see increased retail sales, and streets in San Francisco with dynamic parking and carsharing have seen improved access and mobility in commercial districts.

In Los Angeles, we too can transform our streets into Great Streets by working together to achieve the goals, strategies, and benchmarks identified in this strategic plan.

Residents, visitors, and businesses will find that Great Streets are welcoming streets that encourage commerce and community connections.

**Better customer information** through the dissemination of real-time information will help individuals and businesses make better travel decisions.

**Modernized and well-maintained infrastructure** will improve the reliability and resilience of our transportation system to disruptions and keep LA's economy moving through the 21st Century.

**Safer streets for walking and biking** will increase foot traffic and support commercial activity.

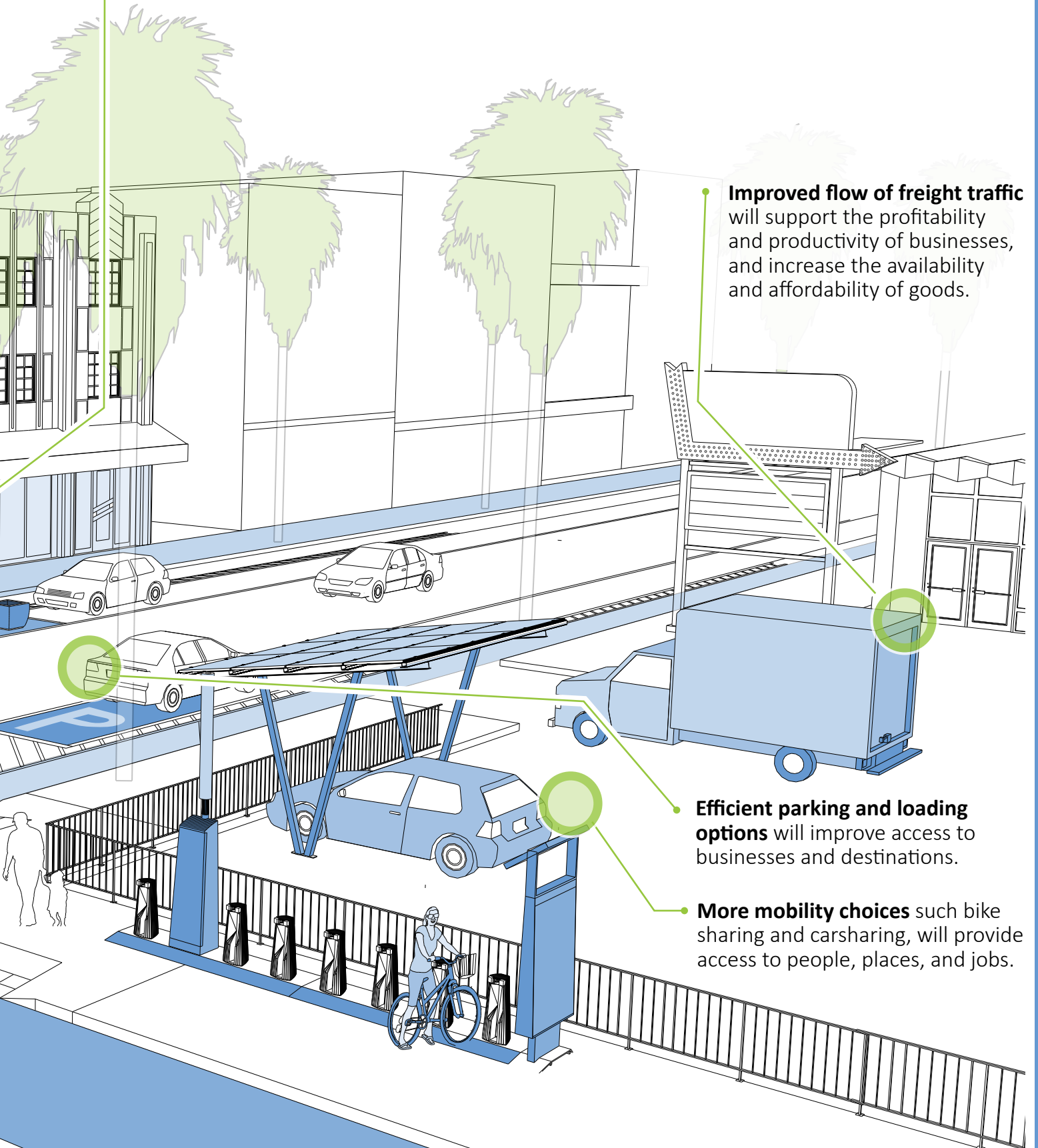


**Vibrant and prosperous neighborhood business districts**, a goal of Great Streets corridors and People St initiatives, will support our economy, both by connecting places and by creating new neighborhood destinations for people to visit, see friends and family, and shop.

**Improved flow of freight traffic** will support the profitability and productivity of businesses, and increase the availability and affordability of goods.

**Efficient parking and loading options** will improve access to businesses and destinations.

**More mobility choices** such as bike sharing and carsharing, will provide access to people, places, and jobs.



# BENCHMARKS

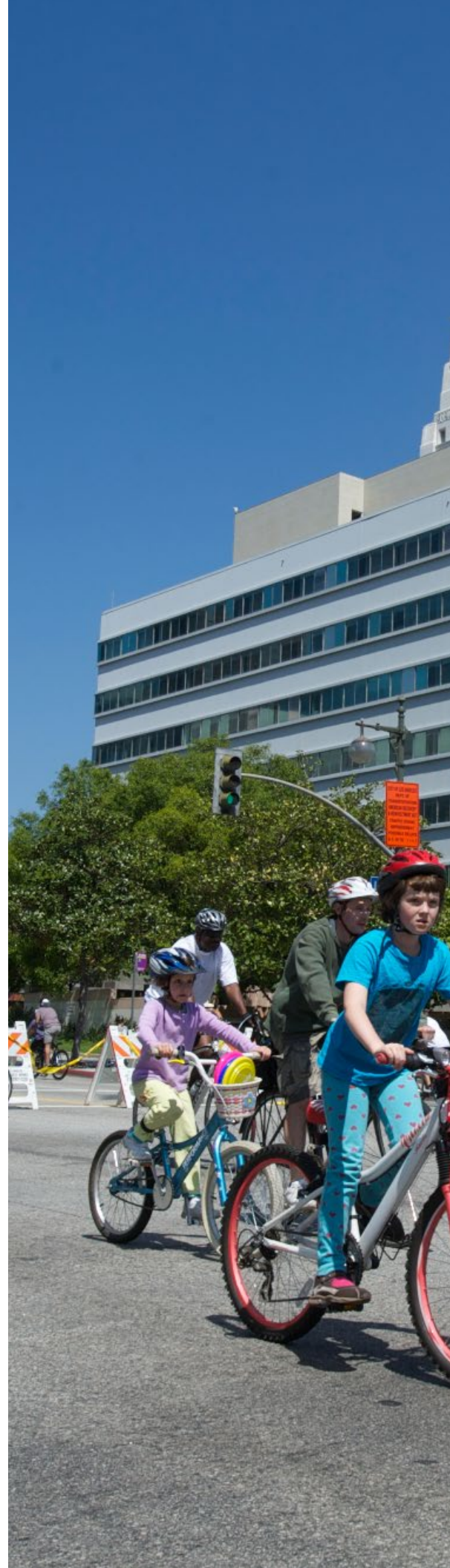
The tables on the following pages list the benchmarks that LADOT will use to measure progress toward achieving its goals and implementing the strategies of this strategic plan.

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## Glossary

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<b>BID</b>	Business Improvement District
<b>BOE</b>	Bureau of Engineering (Department of Public Works)
<b>BOS</b>	Bureau of Sanitation (Department of Public Works)
<b>BSL</b>	Bureau of Street Lighting (Department of Public Works)
<b>BSS</b>	Bureau of Street Services (Department of Public Works)
<b>CAO</b>	Office of the City Administrative Officer
<b>CHP</b>	California Highway Patrol
<b>CLA</b>	Office of the Chief Legislative Analyst
<b>CPUC</b>	California Public Utilities Commission
<b>DCA</b>	Department of Cultural Affairs
<b>DCP</b>	Department of City Planning
<b>DMV</b>	California Department of Motor Vehicles
<b>DPH</b>	Los Angeles County Department of Public Health
<b>DWP</b>	Department of Water and Power
<b>EMD</b>	Emergency Management Department
<b>FHWA</b>	Federal Highway Administration
<b>FRA</b>	Federal Railroad Administration
<b>FTA</b>	Federal Transit Administration
<b>GSD</b>	General Services Department
<b>ITA</b>	Information Technology Agency
<b>LACDPW</b>	Los Angeles County Department of Public Works
<b>LAFD</b>	Los Angeles Fire Department
<b>LAPD</b>	Los Angeles Police Department
<b>LASPD</b>	Los Angeles School Police Department
<b>LAUSD</b>	Los Angeles Unified School District
<b>Metro</b>	Los Angeles County Metropolitan Transportation Authority
<b>OHS</b>	California Office of Highway Safety
<b>POLA</b>	Port of Los Angeles





# A SAFE CITY

2015

2017

Partners

## 1. Adopt a Vision Zero Policy and Develop an Action Plan

### Adopt a vision zero policy and multi-agency task force.

- Develop a Vision Zero policy to eliminate traffic fatalities in the City of Los Angeles by 2025 and present it for adoption by the Mayor and City Council.
- Establish an interagency task force for implementation.
- Identify high injury networks for all modes and develop crash profiles.

- Begin and complete implementation of prioritized list of Vision Zero projects.
- Reduce traffic fatalities in the City of Los Angeles by 20% from 2014 levels.

BOE, BSL, BSS, DCP, DPH, LAFD, LAPD, LAUSD, Metro

### Complete a comprehensive pedestrian safety action plan.

- Pursue funding and technical resources including FHWA's "Focus City" support.
- Establish dedicated funding for Ped Safety Action Plan and street redesigns for priority locations (separate from any Measure R funding).

- Complete Pedestrian Action Plan and begin implementation.

FHWA, BOE, BSL, BSS, DCP, DPH, LAFD, LAPD, LAUSD, Metro

### Create a mechanism for dedicated funding to redesign intersections or streets for enhanced pedestrian safety.

- Secure listing and estimated costs for funding request as part of annual budget.
- Reexamine standards, warrants, and policies for current applicability.

- Secure dedicated funding for street safety improvements.

BOE, BSL, BSS, CAO, Metro

### Reduce the number of severe injuries and fatalities on the top 10 corridors.

- Identify the top 10 priority corridors with the highest number of severe injuries and fatalities.
- Identify the related safety countermeasures and funding.

- Implement countermeasures in top 10 corridors.

BOE, BSL, BSS, CAO, LAPD, LAUSD, LASPD

## 2. Incorporate Safety for Pedestrians into all Street Designs and Redesigns

### Identify safety-related improvements that can be bundled into infrastructure projects.

- Identify improvements and develop protocol and funding plan to implement them in coordination with partner agencies.

- All city infrastructure projects incorporate the identified safety improvements.

BOE, BSL, BSS, CAO, LAPD, LAUSD, LASPD

### Re-time pedestrian signals to comply with current standards.

- Re-time 400 traffic signals per year.

- Re-time 400 traffic signals per year.

### Expedite Safe Routes to School program.

- Prepare scope of work and start developing school safety plans for the remaining top 50 schools in most need of safety improvements.

- Prepare school safety plans for the remaining top 50 schools, including outreach and identifying short-term and long-term improvements.
- Pursue funding for implementing safety plans.

LAUSD, BOE, BSL, BSS

### Expand implementation of LADOT continental crosswalks.

- Install crosswalks in all resurfacing and restriping projects. Implement crosswalks within 10 days of repaving.
- Identify 100 new priority locations for continental crosswalk treatments.

- Implement 100 new priority crosswalks and continue with replacement program.

BSS

### Expand toolbox for street designs.

- Adopt the NACTO Urban Street Design Guide and Urban Bike Design Guide. Identify street design policies and standards.
- Incorporate Mobility Plan 2035 standards into LADOT practices.

- Complete update of policies and procedures with pedestrian-friendly urban street design standards.

BOE, BSS, BSL, DCP

### Implement Leading Pedestrian Interval (LPI).

- Identify criteria for using LPI, including locations with high numbers of pedestrians, older adults, and children, or areas in proximity to transit. Implement LPI at targeted locations in first year.

- Evaluate effectiveness of LPI and expand to additional intersections based on analysis.

### Implement turn improvements.

- Identify criteria for turn improvements at locations with high numbers of pedestrians, children, or older adults.

- Implement 30 turn improvements per year.

	2015	2017	Partners
<b>3. Collect Data Consistently and Uniformly</b>			
<b>Improve data collection and analysis to target high-crash locations citywide.</b>	<ul style="list-style-type: none"> <li>Use existing databases to identify high-crash locations for pedestrians, bicyclists, and drivers.</li> <li>Develop data collection program and identify funding to implement.</li> <li>Identify other data users/collectors and work cooperatively on program development.</li> </ul>	<ul style="list-style-type: none"> <li>Implement data collection program and improve data collection system for pedestrian, bicycle, and vehicle crashes.</li> <li>Release first "Safety Report" that documents reduction in crashes, injuries, and fatalities from targeted improvements.</li> </ul>	LAPD, CHP, City Attorney, DPH, ITA
<b>4. Conduct Outreach Citywide to Advance Vision Zero Goal</b>			
<b>Launch new safety campaigns with "vision zero" messaging.</b>	<ul style="list-style-type: none"> <li>Launch 6 individualized neighborhood safety campaigns, incorporating multiple media forms including social media (2 per year over 3 years; 2 bike, 2 pedestrian, 2 driver).</li> </ul>	<ul style="list-style-type: none"> <li>Conduct before and after study of impact with Communications team.</li> </ul>	LAPD
<b>Identify additional funding for safety campaigns.</b>	<ul style="list-style-type: none"> <li>Apply for grant funding for safety campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>Fully fund additional resources for strategic communications and education/ outreach.</li> </ul>	Caltrans, OHS
<b>Coordinate communications on safety issues.</b>	<ul style="list-style-type: none"> <li>Investigate additional partnership opportunities to coordinate with LAPD, other agencies, and private sector.</li> </ul>	<ul style="list-style-type: none"> <li>Implement campaigns with partners.</li> </ul>	LAPD, LAUSD, LASPD

# A LIVABLE & SUSTAINABLE CITY

2015

2017

Partners

## 1. Create Great Streets for Los Angeles

**Coordinate and implement the City's Great Streets initiative to help achieve Mayor's goals.**

- Facilitate short-term improvements to 5 Great Street segments.
- Identify long-term project designs, delivery methods, funding, and implementation strategies.
- Coordinate community outreach with other planned project outreach.

- Continue short-term improvements to all 15 Great Street segments and implement long-term improvements in line with identified implementation strategies.
- Update design standards developed through Great Streets Policy Working group, including those related to parking districts, street design, signal timing, and pedestrian crossings.

BOE, BOS, BSL  
BSS, DCA,  
DCP

**Establish Great Streets art, design, and cultural placemaking program.**

- Create pilot partnership program and implement proof of concept on 5-8 Great Streets.

- Continue integration of art, design, and/or cultural placemaking on Great Streets projects.
- Formalize public and private partnership roles and program elements.

DCA

## 2. Create a Neighborhood Traffic Calming Program

**Establish an application-based program for implementing neighborhood traffic calming measures.**

- Develop selection criteria, request process, and launch an application-based program.

- Secure funding and begin implementation.

**Establish a proactive neighborhood traffic management program.**

- Scope and identify funding for program.

- Secure funding and begin implementation.

DCP

**Institute a program for "slow zones" in targeted areas.**

- Identify criteria and guidelines for neighborhoods. Launch application-based program. Have council members sponsor applications. Determine if state legislation needs to be considered.

- Create 3-5 reduced speed zones per year.

CLA, LAPD

## 3. Create and Maintain an Interconnected and Effective Bicycle Network

**Improve connectivity and comfort level on existing and planned facilities.**

- Develop outreach and implementation strategy for expanding the bicycle network in line with the Mobility Plan 2035 Bicycle Enhanced Network (BEN).
- Consider bicycle facilities in the design and implementation of all street projects.
- Design 10 miles of protected bicycle lanes and/or neighborhood-friendly streets.
- Develop metric to measure the quality and connectivity of the bicycle network.

- Continue to expand the quality and connectivity of the bicycle network consistent with the adopted implementation strategy and the Mobility Plan 2035 Bicycle Enhanced Network.

DCP, BOE,  
BSS, BSL

**Build out LA River path by 2020.**

- Develop funding estimates and proposed implementation plan for connecting the gaps in the LA River bike path in coordination with the Army Corps recommended Alternative 20 plan for revitalizing the Los Angeles River.

- Secure funding and begin implementation of major gaps in LA River bicycle path, on target for completing a connected path by 2020.

BOE, BSS, BSL,  
LACDWP,  
Army Corps  
of Engineers

**Implement expanded LADOT design standards for bicycle facilities.**

- Establish process for implementing design exceptions to Highway Design Manual.

- Incorporate new bicycle planning standards into regular geometric and planning review of all projects.

Caltrans,  
City Attorney,  
BOE, BSS,  
BSL

	2015	2017	Partners
<b>4. Improve Bicycle Access Across All Transit Systems</b>			
<b>Establish bicycle parking at transit hubs, including bus stops with high ridership.</b>	<ul style="list-style-type: none"> <li>Install 15 bicycle corrals per year and 400 bicycle racks per year citywide, with priority near transit stops.</li> </ul>	<ul style="list-style-type: none"> <li>Secure appropriate funding and contracts to install 50 corrals and 1,200 racks citywide, with priority near transit stops.</li> </ul>	Metro, BSS
<b>Install bike racks on new LADOT DASH and Commuter Express buses.</b>	<ul style="list-style-type: none"> <li>All new DASH buses are ordered with bike racks.</li> </ul>	<ul style="list-style-type: none"> <li>75 new DASH buses with racks in service.</li> </ul>	
<b>Support the initiatives of transit agencies to install bike racks on buses.</b>	<ul style="list-style-type: none"> <li>Support lobbying for adding bike rack capacity on buses.</li> </ul>	<ul style="list-style-type: none"> <li>All LA buses equipped with racks.</li> </ul>	Metro, Transit Agencies
<b>5. Implement a Regional Bike Share System</b>			
<b>Work closely, cooperatively, and openly with Metro on rollout of system.</b>	<ul style="list-style-type: none"> <li>Phase one planning, funding, and siting of Metro bike share stations. Develop operating and business plan for Integrated Mobility Hubs program and issue RFP.</li> </ul>	<ul style="list-style-type: none"> <li>Expand bike share system to targeted areas citywide.</li> </ul>	Metro, BSS
<b>6. Improve Data Collection on Walking and Bicycling</b>			
<b>Conduct annual pedestrian and bicycle counts.</b>	<ul style="list-style-type: none"> <li>Institute uniform process of data collection on walking and bicycling.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual counts on walking and bicycling, and improve processes for manual and automated counts.</li> </ul>	LAPD
<b>7. Promote Walking and Bicycling Through Community Partnerships</b>			
<b>Develop programs that bring new users into the system.</b>	<ul style="list-style-type: none"> <li>Support open street events (e.g., CicLAvia) and safety and education events.</li> </ul>	<ul style="list-style-type: none"> <li>Support monthly open street and other events.</li> </ul>	Metro, CicLAvia
<b>Develop program for bike friendly business districts.</b>	<ul style="list-style-type: none"> <li>Establish 1 bicycle friendly business district and install 10 bicycle repair stations with partnerships for local support.</li> </ul>	<ul style="list-style-type: none"> <li>Establish 5 bike friendly business districts.</li> <li>Construct 25 repair stations and 100 bike corrals based on outcome of pilot.</li> </ul>	
<b>8. Expand The Network of Bus Services and Dedicated Bus Facilities</b>			
<b>Implement Metro's BRT route plan within 5 years and Mobility Plan 2035 Transit Enhanced Network (TEN).</b>	<ul style="list-style-type: none"> <li>Identify funding and capacity necessary to create a dedicated staff team at LADOT for Bus Rapid Transit (BRT) implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Hire staff to actively participate with Metro on BRT planning and design.</li> <li>Implement five miles of new BRT corridors.</li> </ul>	Metro, BSS, DCP
<b>Evaluate need for new DASH routes and develop prioritized list of new services.</b>	<ul style="list-style-type: none"> <li>Complete update of community DASH needs assessment study, including evaluation of potential to substitute low-ridership Metro buses with DASH neighborhood feeder service.</li> </ul>	<ul style="list-style-type: none"> <li>Implement two new routes.</li> </ul>	

# A LIVABLE & SUSTAINABLE CITY

2015

2017

Partners

## 9. Improve Regional Connectivity to Bus Services

<b>Modify existing DASH service to better serve regional transit stations.</b>	<ul style="list-style-type: none"> <li>Complete a comprehensive line by line analysis of all LADOT transit services.</li> </ul>	<ul style="list-style-type: none"> <li>Implement modifications to existing services.</li> </ul>	
<b>Expand park and ride network.</b>	<ul style="list-style-type: none"> <li>10% increase in capacity over existing network.</li> </ul>	<ul style="list-style-type: none"> <li>20% increase in capacity over existing network.</li> </ul>	Caltrans, Metro

## 10. Enhance the Experience of Bus Passengers

<b>Expand coordinated, real-time, multi-agency bus arrival information system and electronic message boards.</b>	<ul style="list-style-type: none"> <li>Coordinate with Metro to install multi-agency arrival time information signs at 2 to 3 stop locations.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with Metro to install signs at 5 to 10 stop locations.</li> </ul>	Metro, BSS
<b>Improve the quality of bus stops with amenities.</b>	<ul style="list-style-type: none"> <li>Set up coordination plan with appropriate partners and identify high-volume stop locations in need of amenities such as lighting, concrete sidewalks, benches, and trees.</li> </ul>	<ul style="list-style-type: none"> <li>Expand targeted bus stops through continued coordination.</li> </ul>	BOE, BSS, BSL
<b>Use technology to expand transit fare payment options.</b>	<ul style="list-style-type: none"> <li>Implement a mobile ticketing demonstration for LADOT transit services.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with Metro to implement mobile ticketing program pilot on a countywide level.</li> </ul>	Metro, Local Transit Operators

## 11. Improve the Flow of Passenger and Freight Traffic

<b>Implement the Vehicle Enhancement Network (VEN) outlined in Mobility Plan 2035.</b>	<ul style="list-style-type: none"> <li>Identify specific street improvement projects as part of an advanced planning effort to improve traffic flow.</li> </ul>	<ul style="list-style-type: none"> <li>Establish detailed cost estimates and identify funding sources to implement street improvement projects.</li> </ul>	BOE, BSS
<b>Reevaluate peak-hour parking restrictions.</b>	<ul style="list-style-type: none"> <li>Complete parking evaluation on 5 corridors and make appropriate changes to parking regulations, minimizing impact to transit travel time reliability and to traffic safety.</li> </ul>	<ul style="list-style-type: none"> <li>Complete parking evaluation on 5 corridors annually and make appropriate changes to parking regulations, minimizing impact to transit travel time reliability and to traffic safety.</li> </ul>	
<b>Launch advanced modeling simulation system, to manage traffic for events.</b>	<ul style="list-style-type: none"> <li>Implement simulation system and provide user training to staff.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate system and refine as needed.</li> </ul>	
<b>Develop a freight management work program to reduce congestion, especially during peak hours.</b>	<ul style="list-style-type: none"> <li>Research and design program to explore off-peak freight delivery incentives.</li> <li>Convene working group in partnership with Port of Los Angeles and evaluate best practices from New York City and Washington, DC.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding and begin implementation.</li> </ul>	
<b>Designate routes for freight vehicles on city streets in coordination with Caltrans.</b>	<ul style="list-style-type: none"> <li>Identify key bottlenecks and prioritize them for implementation in coordination with Caltrans.</li> </ul>	<ul style="list-style-type: none"> <li>Implement new freight routes.</li> </ul>	Caltrans, POLA
<b>Develop targeted solutions to illegal freight staging practices.</b>	<ul style="list-style-type: none"> <li>Scope and identify funding for program.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding and begin implementation.</li> </ul>	
<b>Create program for paid commercial loading zones.</b>	<ul style="list-style-type: none"> <li>Draft ordinance for metered commercial loading zones.</li> </ul>	<ul style="list-style-type: none"> <li>Meter 1,000 commercial loading zone spaces annually, starting in Downtown and Hollywood.</li> </ul>	City Attorney



	2015	2017	Partners
<b>12. Expand Access to Non-Ownership Models of Vehicle Mobility</b>			
<b>Improve transit-taxi interactions for modal points.</b>	<ul style="list-style-type: none"> <li>Provide an assessment of major transit hubs and junctions to ensure taxi service availability from and to other forms of public transit.</li> </ul>	<ul style="list-style-type: none"> <li>Map taxi zones/stands for major transit connection locations.</li> </ul>	Metro
<b>Expand hail a cab program citywide.</b>	<ul style="list-style-type: none"> <li>Expand program to additional 4 pilot business districts with highest taxi usage and partner with business community.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate program and expand citywide if successful.</li> </ul>	BIDs, Chambers of Commerce
<b>Identify taxi potential permitting methodologies taxi service and enhance quality of life for customers and drivers.</b>	<ul style="list-style-type: none"> <li>Identify the potential methods to regulate taxis (franchises, operating permits, medallions, hybrids) and how each could be satisfied in the permitting strategy.</li> <li>Create a consensus list to ensure that standards provide for the most responsive, safe, reliable, and "green" taxicab service for the public.</li> </ul>	<ul style="list-style-type: none"> <li>Provide final recommendations for future service terms and conditions and forward to all parties for feedback by early 2017.</li> <li>Provide an RFP for taxicab service under new rules and regulations by mid 2017 with new franchise/permit/or other regulatory structure to begin in 2018.</li> </ul>	Aging, Disability, BIDs, User Groups
<b>Expand Carshare pilot program.</b>	<ul style="list-style-type: none"> <li>Scope and identify funding for citywide rollout of carshare program, including point-to-point and traditional fixed point service.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate program. Implement a permanent program based on market demand.</li> </ul>	
<b>13. Implement Transportation Demand Management (TDM) Programs</b>			
<b>Develop Transportation Management Organizations (TMOs).</b>	<ul style="list-style-type: none"> <li>Work to develop a TMO in Hollywood using existing TMOs in Century City and Warner Center as models.</li> </ul>	<ul style="list-style-type: none"> <li>Pursue the formation of additional TMOs in other key employment areas such as Downtown and West LA.</li> </ul>	DCP
<b>Improve first mile/last mile connections.</b>	<ul style="list-style-type: none"> <li>Develop program supporting Metro report and identify projects for funding.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a First Mile/Last Mile Connectivity Scorecard for development projects.</li> </ul>	Metro, DCP, BOE, BSS, BSL
<b>Encourage bicycling for city employees for short-trips.</b>	<ul style="list-style-type: none"> <li>Establish LADOT bike fleet and improve bike storage.</li> </ul>	<ul style="list-style-type: none"> <li>Establish city employee bike fleet and improve bike storage in Civic Center.</li> </ul>	GSD, Personnel
<b>Create access and egress strategies to move people to and from major destinations and events.</b>	<ul style="list-style-type: none"> <li>Scope and identify funding for program.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding and begin implementation.</li> </ul>	New and existing event venues
<b>Use technology to focus on special events and peak hour periods.</b>	<ul style="list-style-type: none"> <li>Implement commuter incentive programs utilizing smartphone technology.</li> </ul>	<ul style="list-style-type: none"> <li>Expand existing program as widely as possible.</li> </ul>	BSS

# A LIVABLE & SUSTAINABLE CITY

2015

2017

Partners

## 14. Increase the Availability of Parking and the Efficiency of its Use

**Support and expand LA Express Park to improve parking availability through demand-based pricing and parking guidance.**

- Expand LA Express Park to Westwood Village and continue expansion in Hollywood.
- Conduct market rate studies to ensure competitive and coordinated off-street pricing.
- Develop partnership with UCLA to create Express Park evaluation program.

- Complete LA Express Park expansion to Hollywood, Westwood Village and Venice.
- Release early results of Express Park evaluation.

BIDs,  
Chambers  
of  
Commerce

**Facilitate the shared use of privately-owned off-street parking facilities.**

- Identify opportunities for shared parking.

- Implement shared parking opportunities.

City  
Attorney,  
BIDs

**Reassess use of SPRF surpluses to reinvest net revenue in improvements.**

- Scope and identify potential locations and technology for use of surpluses.

- Begin implementation of surplus reinvestment at targeted locations.

CAO

**Revise existing Preferential Parking District (PPD) policies.**

- Prepare draft report to propose revised rules and procedures for new ordinance.

- Implement reformed PPD ordinance, rules and procedures.

City  
Attorney

**Update policies and guidelines for accessible parking in residential areas.**

- Draft upgraded accessible parking policies.

- Implement accessible parking plan.

City  
Attorney

## 15. Support Alternative Fuel Program in Parking Facilities

**Implement electric vehicle charger program in city-owned parking facilities.**

- Install 50 electric vehicle chargers in city-operated parking facilities.

- Install additional electric vehicle chargers in city-operated parking facilities subject to grant funding and budget availability.

DWP



Franklin



# A WELL RUN CITY: A 21<sup>ST</sup> CENTURY DEPARTMENT

2015

2017

Partners

## 1. Prioritize Strategic Short- and Longer-Term Projects and Programs, and Streamline Project Delivery

<b>Create a new Strategic Capital Planning Group within LADOT.</b>	<ul style="list-style-type: none"> <li>Develop staffing and resources plan for establishment of Strategic Capital Planning Group.</li> </ul>	<ul style="list-style-type: none"> <li>Fully staff and maintain Strategic Capital Planning Group.</li> </ul>	CAO, Personnel
<b>Identify short-term and long-term priority projects.</b>	<ul style="list-style-type: none"> <li>Determine list of priority projects and match to funding sources.</li> </ul>	<ul style="list-style-type: none"> <li>Establish detailed cost estimates and identify funding sources to implement street improvement projects.</li> </ul>	DCP, BOE, BSS, BSL
<b>Implement a project management tool.</b>	<ul style="list-style-type: none"> <li>Scope and identify funding for development of project management tool. Consider integration with NavigateLA and MyLADOT platforms.</li> </ul>	<ul style="list-style-type: none"> <li>Implement project management tool with the related systems support resources. Integrate with internal communication strategy.</li> </ul>	BOE
<b>Train employees to become effective project managers.</b>	<ul style="list-style-type: none"> <li>Scope and identify funding for development of project management training program.</li> </ul>	<ul style="list-style-type: none"> <li>Implement program and train all project management staff.</li> </ul>	BOE

## 2. Improve Communication and Access to Information to Support Decision-Making

<b>Establish before and after data collection protocols for all projects.</b>	<ul style="list-style-type: none"> <li>Develop evaluation measures (e.g. vehicle counts, speed surveys, pedestrian counts and bicycle counts), determine gaps in data, identify resource needs, and implement protocols.</li> </ul>	<ul style="list-style-type: none"> <li>Continue data collection and evaluate effectiveness of protocols and process as needed.</li> </ul>	
<b>Create dashboard to track strategic plan progress.</b>	<ul style="list-style-type: none"> <li>Create an implementation guide for Strategic Plan leads and an internal tracking document.</li> <li>Hold quarterly meetings to track progress for each goal.</li> <li>Update the Mayor's dashboard with metrics consistent with Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Refine metrics as evaluation improves.</li> <li>Hold quarterly meetings to track progress for each goal.</li> <li>Provide updates to the Mayor's dashboard.</li> <li>Create Strategic Plan progress report.</li> </ul>	
<b>Expand electronic access to department information and materials for field staff.</b>	<ul style="list-style-type: none"> <li>Scope and develop user profiles, business rules and hardware/software support.</li> </ul>	<ul style="list-style-type: none"> <li>Provide equipment and implement electronic access.</li> </ul>	
<b>Work with safety experts in advance of projects to enhance decision making and decrease risk aversion.</b>	<ul style="list-style-type: none"> <li>Develop standard protocols for deviating from design guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Train all relevant staff in risk management and best-practices re: engineering documentation and decision-making.</li> </ul>	City Attorney, CAO
<b>Improve mechanisms to communicate with City Attorney's Office.</b>	<ul style="list-style-type: none"> <li>Establish regular meetings with City Attorney's office to discuss recent case law, new design practices, and complex legal issues.</li> </ul>	<ul style="list-style-type: none"> <li>Formalize regular meetings with City Attorney's office, incorporate design and process improvements, and evaluate effectiveness.</li> </ul>	City Attorney, CAO

## 3. Improve Budget and Accounting Practices

<b>Digitize all accounting documentation and reduce manual data entry.</b>	<ul style="list-style-type: none"> <li>Enlist Business Solutions Group to help reorganize workflows to mesh with a digitized online system, and enlist contractors to work with LADOT to develop the digitized system.</li> </ul>	<ul style="list-style-type: none"> <li>Fully implement computerized accounting system.</li> </ul>	Controller's Office
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	2015	2017	Partners
<b>4. Make LADOT a Great Place to Work in Order to Attract and Retain the Best Talent</b>			
<b>Develop a career development program.</b>	<ul style="list-style-type: none"> <li>Develop guidelines to give staff breadth and exposure to different project types and subject areas.</li> </ul>	<ul style="list-style-type: none"> <li>Adopt guidelines and fully implement program.</li> </ul>	Personnel
<b>Measure employee satisfaction to target areas for attention and improvement.</b>	<ul style="list-style-type: none"> <li>Conduct annual employee satisfaction survey. Identify one to two focus areas for improving staff satisfaction, either from existing benchmarks in this plan or by creating new benchmarks.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual survey and achieve improvement in 2015 focus area benchmarks.</li> </ul>	
<b>Improve support of district engineering field office staffing needs.</b>	<ul style="list-style-type: none"> <li>Develop plan and funding mechanism to adequately staff field offices based on workload indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Implement staffing plan and performance measures for improved service delivery.</li> </ul>	CAO, Personnel
<b>Expand access to supervisor training programs.</b>	<ul style="list-style-type: none"> <li>Provide opportunities for LADOT employees to attend certificate programs, including potential use of leadership and training programs offered by sister agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Train all managerial and supervisory staff.</li> </ul>	Personnel, LAFD, LAPD, BOE, Local Universities
<b>Plan ahead to achieve smooth transitions when staff retire and turnover.</b>	<ul style="list-style-type: none"> <li>Develop and implement a staff succession plan, which includes staff evaluations and identifying additional training needs, and developing a protocol for knowledge transfer and overlap for key positions where preserving institutional knowledge is crucial.</li> </ul>	<ul style="list-style-type: none"> <li>Implement key areas of succession plan.</li> </ul>	Personnel
<b>Encourage exchange of design ideas.</b>	<ul style="list-style-type: none"> <li>Initiate training sessions and/or seminars on current topics, including staff discussion time.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a regular schedule of training opportunities, including opportunities open to sister agencies and Mayor/Council staff.</li> </ul>	
<b>5. Implement an Infrastructure Maintenance and Management Program</b>			
<b>Develop an asset management system to achieve operational efficiencies and be proactive about maintenance.</b>	<ul style="list-style-type: none"> <li>Prepare budget request for asset management system.</li> </ul>	<ul style="list-style-type: none"> <li>Fund and begin implementation of asset management system.</li> <li>Use system for operational efficiencies in prioritizing work activities, managing staff and financial resources, proactively addressing infrastructure maintenance, and mitigating safety risks.</li> </ul>	CAO
<b>Continue implementation of map-based electronic work order system.</b>	<ul style="list-style-type: none"> <li>Implement automated system to initiate and track work order requests for paint and sign installations, maintenance, and removals by field crews.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate GIS capabilities to the work order system.</li> </ul>	
<b>6. Improve Coordination with Sister Agencies and Contractors</b>			
<b>Develop plan for expedited installation and maintenance of street striping.</b>	<ul style="list-style-type: none"> <li>Prepare budget request for labor, materials and equipment to achieve the goal of installing re-striping and pavement markings within 10 days of street surfacing by Bureau of Street Services.</li> </ul>	<ul style="list-style-type: none"> <li>Fund and implement program to ensure all striping and re-striping is completed within 10 days of resurfacing.</li> </ul>	BSS

# A WELL RUN CITY: A 21<sup>ST</sup> CENTURY DEPARTMENT

2015

2017

Partners

## 7. Ensure ATSAC Remains the Nation's Leading Traffic Management System

<b>Relocate and modernize ATSAC Center.</b>	<ul style="list-style-type: none"> <li>Earmark \$10 million funding for construction of new ATSAC.</li> </ul>	<ul style="list-style-type: none"> <li>Design, build, and transition to new center.</li> </ul>	City's Municipal Facilities Committee (MFC), GSD
<b>Develop an ATSAC disaster and recovery plan including secondary ATSAC Center.</b>	<ul style="list-style-type: none"> <li>Scope and identify funding for a design/build plan and identify secondary ATSAC location.</li> </ul>	<ul style="list-style-type: none"> <li>Develop secondary system architecture blue print. Subject to funding source, complete secondary site design and secure all necessary approvals within the City.</li> </ul>	City's Municipal Facilities Committee (MFC), GSD
<b>Develop a new digital ATSAC Camera System Network to replace the existing aged analog video network.</b>	<ul style="list-style-type: none"> <li>Scope and identify funding. Apply for any possible external funding.</li> </ul>	<ul style="list-style-type: none"> <li>Subject to funding source, develop a Master ATSAC Video System blueprint and pursue implementation.</li> </ul>	EMD, LAPD, LAFD, BSS, Sanitation, Rec & Parks, Library
<b>Integrate Cyber Security Operation Center (SOC) functionalities into ATSAC.</b>	<ul style="list-style-type: none"> <li>Identify functional requirements and resources (human and financial) for implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Implement SOC functional requirements under direction of Citywide CICC.</li> </ul>	Citywide Cyber Security Task Force, US DHS

## 8. Maintain and Upgrade Parking Facility Infrastructure

<b>Install new automated technology at all LADOT operated facilities.</b>	<ul style="list-style-type: none"> <li>Complete installation of Parking Access and Revenue Control System (PARCS) in 50% of operated parking facilities. Scope and initiate a centralized remote monitoring center.</li> </ul>	<ul style="list-style-type: none"> <li>Complete installation of PARCS in all operated parking facilities. Complete the installation of a centralized remote monitoring center.</li> </ul>	
<b>Seismic and ADA review of existing structures and upgrade them.</b>	<ul style="list-style-type: none"> <li>Develop study scope, identify funding, and initiate study.</li> </ul>	<ul style="list-style-type: none"> <li>Complete study and identify funding for necessary improvements.</li> </ul>	
<b>Develop and install standardized signs.</b>	<ul style="list-style-type: none"> <li>Complete design and obtain regulatory approval for new wayfinding signs. Initiate pilot program.</li> </ul>	<ul style="list-style-type: none"> <li>Complete installation of standard signs and wayfinding signs citywide.</li> </ul>	

## 9. Upgrade Metered Parking Systems to Reflect Current Technologies

<b>Upgrade existing multi-space meters with new technology.</b>	<ul style="list-style-type: none"> <li>Replace on-street multi-space meters in targeted locations.</li> </ul>	<ul style="list-style-type: none"> <li>Replace all remaining on-street multi-space meters citywide with new technology.</li> </ul>	
<b>Implement a 7-year rolling meter upgrade cycle.</b>	<ul style="list-style-type: none"> <li>Conduct technology needs assessment and inventory of elements necessary to develop scope of work.</li> </ul>	<ul style="list-style-type: none"> <li>Develop scope of work for new metered parking systems and related parking technology and issue RFP that incorporates recent and upcoming experience.</li> </ul>	CAO

2015

2017

Partners

## 10. Improve Efficiency of Enforcement Operations

### Improve and enhance communications technology.

- Incorporate GPS technology to dispatch service calls through communications CAD system, and integrate ability to communicate with traffic officers.
- All vehicles and hand-held devices are GPS enabled and integrated into the department's CAD.

### Implement "guided" enforcement technology.

- Expand guided enforcement to include pilot project on time-limit enforcement.
- Include all major commercial districts.

## 11. Ensure all Rail Crossings are in Compliance with Federal and/or State Directives

### Spearhead creation of master cooperative agreements between the City, external agencies, and railroad partners to identify priority locations and jointly-implement projects.

- Work with railroad agencies to scope and identify funding for a work plan addressing priority locations.
- Actively participate in Rail Industry endeavors to pursue emerging technologies that enhance safety at highway-rail at-grade crossings.
- Continue to scope and identify funding for the work plan with railroad partners.

FRA, FTA, FHWA, CPUC, Metro, Expo Authority, City Attorney, Railroad Owners and Operators

## 12. Improve Emergency Notification and Incident Response Procedures

### Clarify roles, responsibilities, and procedures in managing emergencies and incidents.

- Define emergency response position descriptions, and meet with Section Heads to discuss plan and identify list of preliminary response personnel.
- Complete 8 to 10 Standard Operating Procedures for LADOT Hazard Annexes.
- All employees trained in ICS 700, DSW. CERT Training class for supervisors.
- Add additional phone lines.
- Completed response manual and training for all DOC responders.
- Achieve 24/7 emergency response coverage.
- Complete all Standard Operating Procedures.
- Department Functional Exercise includes employee response, transit requests, taxi requests, and DOC & EOC response and activation.

EMD, LAPD, LAFD

### Improve staff notification process with system for mass delivery of emails and text messages.

- Implement and test new internal notification system, including scalable alert notifications, simultaneous two way messaging, targeted notifications based on skill, location, and access to critical resources, and reporting tools for tracking employee notification, responses and emergency activity.
- Continue to test and build upon the notification system.

### Develop Continuity of Operations Plan (COOP).

- Completed Draft of COOP which identifies essential functions (including staff, facilities, communications and technology) that may be disrupted during hazards, emergencies and other abnormal situations.
- Final COOP. Training, Test and Exercise.

EMD

### Develop an Employee and Family Support Unit.

- Meet with HR and develop a preliminary plan for the Unit.
- Develop procedures for Unit and begin training.

EMD, Personnel

# A WELL RUN CITY: A 21<sup>ST</sup> CENTURY DEPARTMENT

2015

2017

Partners

## 13. Improve Infrastructure to be More Resilient During Emergency Events

**Provide battery backup for signals on city's designated emergency evacuation routes.**

- Scope and identify funding.

- Secure funding and begin implementation.

GSD, LAFD, LAPD

**Upgrade the ATSAC Communications Network.**

- Scope and identify funding.

- Secure funding and begin implementation.

GSD, LAFD, LAPD

**Improve infrastructure at DOT facilities to ensure continuity of Operations.**

- Scope and identify funding.

- Secure funding and begin implementation.

GSD, LAFD, LAPD

## 14. Reduce Placard Abuse Through Tiered Access System and Placard Use Charges

**Support legislation to reduce placard abuse.**

- Draft city council legislation and identify funding for program.

- Pass legislation and secure funding for program.

CLA, City Attorney, State Legislature

**Continue sting operations on fraudulent or misused placards.**

- Increase sting operations to 3 per area per month.

- Increase sting operations to 4 per area per month.

LAPD, DMV





VIDEO  
CAMERA  
INPUT  
POWER  
PAN/TILT



**WSP**  
WEST SIDE PRODUCTIONS

# A WELL RUN CITY: CUSTOMER SERVICE

2015

2017

Partners

## 1. Improve Agency Identity, Transparency and Customer Service

**Create a communication strategy and provide dedicated staff to implement it.**

- Enhance existing communications strategy (press and outreach strategy).
- Tailor communication to audiences and neighborhoods. Incorporate youth and older adults into strategies and messaging.
- Identify workforce and resource issues, and establish one Principal Public Relations Representative and two Public Relations Specialists (one I and one II) positions for proactive media and community relations outreach.

- Hire staff and deploy enhanced strategies.

CAO,  
Personnel

**Create/reinstate LADOT liaisons to work with Council Offices, Mayor's Office, and other partners.**

- Reinstate "Council Liaison" position inside LADOT and develop budget case for "community liaisons" assigned to district engineering offices.

- Fully implement district community liaison function and integrate into communications plan.

CAO,  
Personnel

**Develop LADOT branding strategy.**

- Ensure LADOT brand is incorporated visibly in every department program.

- All external products include easily identifiable LADOT logos.

## 2. Improve the Dissemination of Information to Stakeholders

**Educate Council Offices, Mayor's Office and the public on what services LADOT provides.**

- Pilot LADOT presentations with stakeholders. Establish baseline measurements of effectiveness of external communications with stakeholders.

- Formalize annual council office briefings on projects and priorities.

**Develop agency-wide, project-based outreach process.**

- Initiate project-based outreach.

- Continue to initiate project outreach programs.

**Create models and templates for all LADOT public outreach materials.**

- Design LADOT-wide presentation template for all public presentations.
- Create template to publish online LADOT "Fact Sheets" for individual details and milestones on individual projects. Reformat fact sheets for existing projects to new template and post all fact sheets on DOT intranet.

- Continue to publish "one pagers," fact sheets, and other consistent briefing materials for all major LADOT projects and programs. Distribute through NavigateLA and LADOT Internet.

**Engage social media marketplace.**

- Formalize social media plan and expand social media presence of LADOT by increasing frequency of posts.
- Use existing platforms and create others to measure effectiveness of external communications.
- Identify funding for dedicated social media staff who would work closely with liaison staff on messaging.

- Explore new advances in social media activities and establish a full-time position for social media.

CAO,  
Personnel

**Use technology and social media to inform people about traffic.**

- Share necessary traffic data to develop and introduce "Apps" in conjunction with private partners.

- Develop and test automated navigation tools to effectively route city fleet vehicles to minimize traffic delays, fuel consumption and emissions.

**Develop a parking data sharing policy.**

- Adopt LADOT internal policy on data sharing that takes into account the cost to provide the data and maintain the infrastructure.

- Evaluate effectiveness of the policy and modify as necessary.

2015

2017

Partners

### 3. Improve Customer Service Satisfaction

**Increase the usefulness of existing "MyLADOT" request tracking platform to improve customer service.**

- Analyze current system for potential enhancements to better support district engineering field offices.

- Expand system use among other functional areas within the department to improve coordination of work activities and responses to public service requests.

ITA

**Improve District Office response times for public requests.**

- Respond to requests within 30 days and notify constituent of determination within 60 days.

- Improve response times, further considering staffing and request levels.

**Implement electronic plan review process for developments and capital projects.**

- Pilot electronic process for the submittal and review of geometric and traffic signal plans for select partners and programs.

- Based on results of pilot program, expand electronic plan review process to additional partners and programs.

### 4. Improve Customer Service and Reduce Response Time for Parking Ticket Resolution

**Incorporate industry best practices and maintain necessary staffing levels.**

- Conduct staffing analysis study.

- Implement new customer service protocols and maintain necessary staffing levels.

**Clearly communicate adjudication policies, legal requirements and payment options.**

- Expand Parking Violations Bureau website to display pictures, citations and other pertinent information. Explore revisions to ticket design and format.

- Implement customer service survey using pre-paid postcards and online tools.

### 5. Revisit Parking Sign Design and Placement

**Develop clearer parking sign system for easier interpretation by motorists.**

- Develop new parking sign program and present to the CA MUTCD Committee.

- Initiate new parking sign program Citywide.

City Council, and CA MUTCD Committee

### 6. Improve Coordination Between Street Services and Parking Enforcement

**Develop pilot program to link street sweepers with parking enforcement through GPS.**

- Scope and implement pilot program.

- Review results of pilot program and expand to additional areas as appropriate.

BSS

# Acknowledgements

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## Eric Garcetti

Mayor

## Seleta J. Reynolds

LADOT General Manager

## LADOT

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## Credits

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SHOP-AK  
SANTA ANITA  
100% COTTON  
100% WOOL

NICE TO MEET YOU



Melwood



No Parking  
1 HOUR PARKING  
Ea 11 Am





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Great Streets  
are coming...

...we are moving  
Los Angeles  
forward.

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