



LADOT

Strategic Plan Update

2021-2023



Dear Fellow Angelenos:

I am pleased to share with you the 2021 - 2023 Strategic Plan for the Los Angeles Department of Transportation (LADOT).

When LADOT set out to develop this plan last year, they could not have anticipated the enormous changes that 2020 would bring. Yet, in the midst of a global pandemic, a crippling recession, an uprising to confront centuries of racial injustice, and a climate crisis that grows worse every day, LADOT has crafted strategies to address them all in the next three years. The result is an honest, assertive strategy that reflects my priorities for LADOT as your mayor.

LADOT will save lives through safer street designs, expanded affordable and sustainable mobility options, and greater investments in communities of color. While the department is facing tough economic challenges like the rest of the country, LADOT will invest in the training and growth of its staff and will develop creative solutions to reimagine LADOT's role in rebuilding our economy, supporting the employers and their workers who depend upon safe, reliable public transportation to survive and thrive.

I look forward to working with General Manager Seleta Reynolds and all of the LADOT staff to deliver a safer, more equitable, more sustainable mobility system that lifts up our communities and creates a stronger, more resilient Los Angeles.

ERIC GARCETTI

Mayor



Dear LADOT Staff and fellow Angelenos,

I present to you the LADOT Strategic Plan for Los Angeles.

This Strategic Plan carefully examines and reflects the singularity of this moment and directs our efforts to address the enormous challenges we face.

This plan focuses on our people -- the essential workers and staff at LADOT without whom progress would not be possible. LADOT staff have been a bright spot in an otherwise hard and uncertain time. We came together to lift each other up, launch new programs that have been lifelines to our community, and focus more intensely on our essential work.

The plan focuses resolutely on racial and socio-economic equity to address inequities in ways we have never done before. Changes to our transportation system can make or break efforts toward more inclusive and vibrant communities. In the 1940s and 1950s, freeway construction stole land and broke apart communities of color. Today, Angelenos with a personal car can get to 30 times as many jobs than Angelenos who rely on transit. Furthering inequities, rates of car ownership are much higher among white communities than they are among communities of color. LADOT's decisions regarding the city's transportation system have long-lasting impacts. Before equity is possible, there must be atonement. This means that we must acknowledge how past decisions have underscored inequity in communities. And moving forward, we must work harder and smarter to close the equity gaps between our communities while providing affordable, reliable, and safe mobility options for everyone, everywhere.

We cannot expect the impacts of a global pandemic to resolve overnight. We cannot expect to eradicate or resolve centuries of oppressive policies that intentionally harmed communities of color overnight. Yet, this plan reflects the immediate work we must take on to address the challenges of our generation inside and outside the department. It is only with thoughtfulness and creativity that we can begin to rebuild what is broken.

SELETA REYNOLDS

LADOT General Manager



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IMAGE CREDIT: Mario Tama



Introduction

This Strategic Plan (plan) provides clarity for LADOT to deliver a progressive and achievable mobility program in managing through unprecedented change.

As we enter the next three years under new circumstances, we took great care to keep this plan clear and focused. The result is 76 actions organized by five pillars -- or chapters -- to accomplish by the end of 2023. We aligned each and every action in this plan with LADOT's vision and mission, and ensured they help us address the crises of our time.

As always, this plan reflects our values, which is why we will begin the next three years by investing in the 1,400 LADOT staff and essential workers that keep Los Angeles moving. Our staff and essential workers show up every day to deliver services across 52 different business lines. None of our strategic priorities could happen without their hard work and dedication.

Next, we lay out a set of strategies to acknowledge and address the vast inequities in our community. The work articulated in the plan sets out to ensure that everyone -- regardless of race, ethnicity, or gender -- has access to dignified transportation choices.

This plan continues to make progress on Vision Zero and public health initiatives. We remain steadfast in our commitment to end traffic deaths on Los Angeles city streets.

As transportation is the single largest contributor of carbon emissions in the region, we must continue to implement the Mayor's Green New Deal to reduce pollution that harms our community and our planet.

Finally, now more than ever, we must identify creative economic solutions that contribute to a fair and more resilient economy that can bounce back after the unimaginable impacts from the COVID-19 pandemic.

We end this plan with strategies to continue our fight against COVID-19. While most of these strategies are already underway and will end when the pandemic is over, we felt the plan would not be complete without acknowledging the enormous work LADOT assumed to respond to this pandemic -- and the work we have left to do to recover.

Despite the challenges we face, we remain optimistic about our future as a department -- and our ability to contribute to a more equitable and thriving Los Angeles.

Responding to COVID-19

The 2018-2020 Strategic Plan included 98 actions to accomplish by the end of 2020. By the end of the reporting period, we completed 82% of the plan's actions and benchmarks. Each chapter of this plan includes a summary of our accomplishments through the 2018-2020 Strategic Plan.

For much of 2020, LADOT focused on the delivery of pandemic-response programs that provided a lifeline for Angelenos. While this constrained our priorities outlined in the 2018-2020 Strategic Plan, we are proud of our measurable, meaningful impact on pandemic response and recovery.

SUPPORTING ANGELENOS IN NEED:

95K

Meal Donation
Deliveries

585

Unhoused
Angelenos
Transported

16K

Service Hours
(total driver hours spent on
delivery and emergency
transport)



AL FRESCO:

2,125

Restaurants served
by the LA Al Fresco
Program



TEMPORARY PARKING SIGNS:

878

Food Pick-up
Zone Signs
Approved

169

Retail Pick-up
Zone Signs
Approved



SLOW STREETS PROGRAM:

50

Miles of Slow Streets
Installed



CROSSWALK ENHANCEMENTS:

865

Pedestrian push buttons
converted to non-touch
activation



TRAFFIC CONTROL SUPPORT:

55

Parking Enforcement
and Traffic Control
support locations

81K

Hours dedicated to traffic
control, up 124% from roughly
36,000 hours in 2019



Developing the Plan

We developed the plan with staff across LADOT. Executive leadership directed plan development, with broad input provided by 265 staff on the plan's framework, proposed pillars, goals, and priorities to include as actions within each goal. Over the summer and early fall of 2020, the Strategic Plan Working Group – comprised of 82 staff representing nearly every work program and classification in the department – met monthly to shape the plan content. The Working Group framed the priorities for staff during the plan process, guided the goal-setting for the plan's pillars, and committed to leading their colleagues on implementation.

While each of the plan's chapters has a distinct set of goals and actions, many goals and actions are intentionally interconnected and meant to reinforce each other in implementation.

THE PLAN'S PILLARS:



HOW TO READ THE PLAN

PILLAR

The way that LADOT serves the community

Health and Safety

GOAL

Key programs or initiatives tied to specific, measurable targets

1.

Transform streets into public space to connect communities.

ACTION

Discrete projects or tasks that LADOT intends to accomplish in the three-year timeline

A.

Increase the frequency of open streets events to monthly by 2022 and to weekly by 2023.

METRIC

Outcome metrics track LADOT's progress toward its goals

MEASURING SUCCESS:



Increase investment in public space programs

Measuring Success

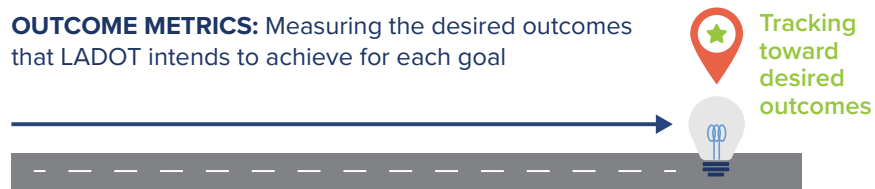
Building a Data-Driven Culture and Tracking Toward Continuous Improvement

The plan is a living document that adapts to inevitable change. After its launch, LADOT will track progress and measure success through a set of metrics.

Every goal includes an **outcome metric**, which will qualitatively measure progress towards the goal. Over time, LADOT will refine outcome metrics with clearer quantitative targets as we build a data baseline. For now, outcome metrics articulate whether LADOT intends to increase or decrease the indicator. LADOT will measure progress on each action through a **completion metric**, based on the progress made toward achieving each action.

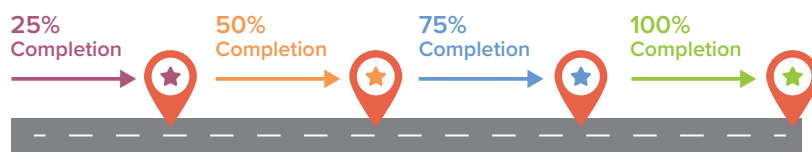
GOALS

OUTCOME METRICS: Measuring the desired outcomes that LADOT intends to achieve for each goal



ACTIONS

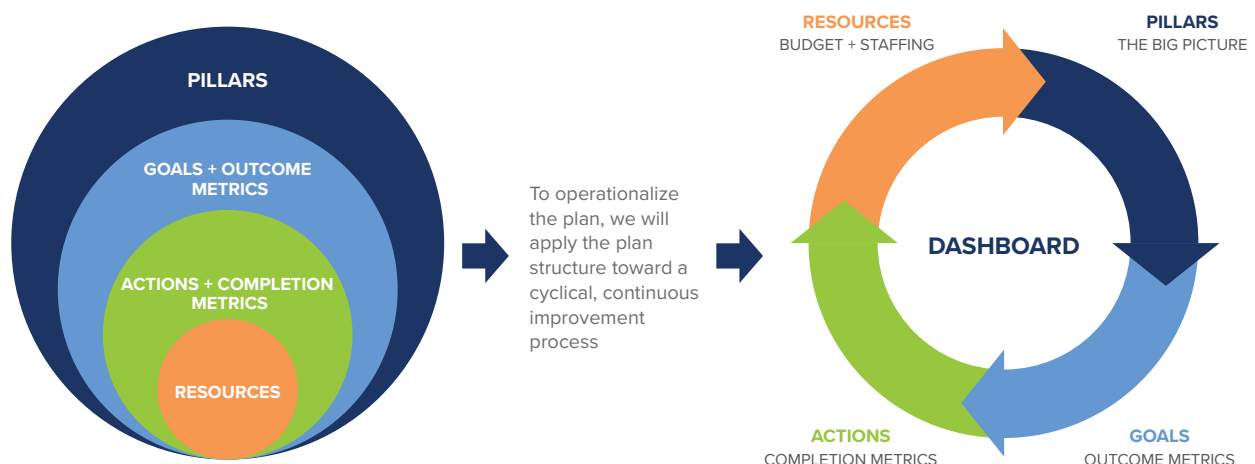
COMPLETION METRICS: Benchmarking progress on completing the actions over the course of the plan





LADOT will continue to use the TRANSTAT performance measurement framework to report on progress. LADOT will build new tools – including a data dashboard to help staff assess plan-wide progress, enhance information-sharing, and increase accountability and ownership in LADOT’s vision, mission, and values.

CONTINUOUS IMPROVEMENT PROCESS



LADOT Framework

WHAT WE STAND FOR AND WHY

VISION: LADOT's aspiration for mobility in Los Angeles

In Los Angeles, all people have access to safe and affordable transportation choices that treat everyone with dignity and support an equitable, thriving city.

MISSION: LADOT's approach to fulfilling its vision

LADOT leads transportation planning, project delivery, and operations in the City of Los Angeles. We are accountable for delivering a safe, equitable, and well-run transportation system that supports the growth and vitality of the city and region.

VALUES: LADOT's priorities for its organizational culture

CREATIVITY

A commitment to curiosity, innovation, and critical thinking.



WE: Evolve our methods
Solve problems
Embrace new technology
Let data guide decisions

FULFILLMENT

A commitment to adaptability, growth, and fun.



WE: Seek self-awareness
Are always learning
Embrace change
Create fellowship

ACCOUNTABILITY

A commitment to responsiveness, follow through, and follow-up.



WE: Do quality and timely work
Celebrate our successes
Discuss & resolve underperformance
Are reliable

INTEGRITY

A commitment to transparency, ethics, and building trust.



WE: Serve the public
Say what we mean
Do what we say
Treat others with respect



Our People

LADOT will invest in resources that help our people feel fulfilled, supported, and successful.



LADOT staff are our greatest asset. We cannot accomplish anything in this organization without long-term and comprehensive investments in our people. LADOT is more than just a place of work; it is a community.

This sense of community is even more important to uphold considering the trauma of 2020, and the economic and public health impacts from the COVID-19 pandemic on our people. We recommit ourselves to streamline workload and resource needs. We will invest in new opportunities for staff to promote and learn. And while we hope for better economic days ahead, we must prepare to grow into a diverse department that reflects the city we serve.



Our People: A Snapshot

WHO WE ARE:



87%

of the 1,456 staff do not identify as white in a city where less than half of all residents identify as people of color. LADOT is a majority minority department.

77%

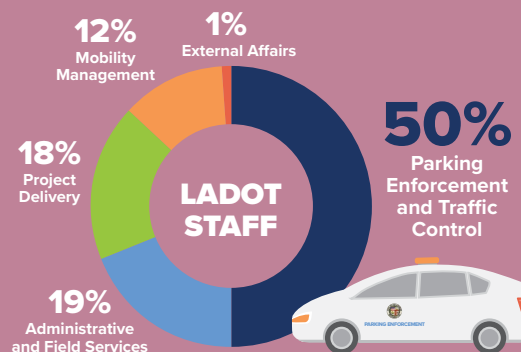
office staff at LADOT are Black, Indigenous, and People of Color (BIPOC)

91%

frontline staff at LADOT are BIPOC

67%

of LADOT's Executive Team are women



WHAT WE'VE DONE:



Developed and implemented a **Leadership Training Academy** for LADOT Supervisors



Developed and administered a **Buddy Program** for Engineers and Planners



Reinstituted **employee performance evaluations** in the department, starting with Parking Enforcement and Traffic Control

68

Staff celebrations and gatherings (since 2018), including service pin ceremonies, lunch and learn events, and staff recognition events

27

Transportation Engineering Associates **accepted same day job offers and began working** at LADOT in 2019, through on-campus recruiting



1.

Make LADOT a safe and fulfilling place to work.

- A.** Celebrate success and foster connections through staff events and celebrations, like lunch and learns, cultural events, and service pin ceremonies.
- B.** Require new staff orientation, regular division staff meetings, and town halls to increase transparency and communicate the department's priorities.
- C.** Create a work culture that celebrates feedback across all staff levels and integrates staff input into LADOT priorities, such as plus delta conversations between staff and supervisors.
- D.** Invest in proven tools and equipment that keep all staff safe from harm.
- E.** Track staff engagement, satisfaction, retention, and promotions disaggregated by race, ethnicity, and gender to identify disparities and inform focused professional development campaigns.

MEASURING SUCCESS:




Increase employee satisfaction (measured through the employee engagement survey)

SPOTLIGHT:**PARKING ENFORCEMENT AND TRAFFIC CONTROL (PETC) STAFF PROMOTIONS**

LADOT prioritizes efforts to educate, mentor, and promote from within. During the past three years, PETC promoted a new Chief, two new Deputy Chief's, two new Captains, two new Lieutenants, and 19 new Sergeants through the rank and file. To further invest in staff growth and fulfillment, continued promotional opportunities that celebrate accountability, integrity, and creative problem-solving will remain a priority for LADOT over the next three years.

**2.****Invest in staff growth and advancement.**

- A.** Assess training needs across divisions and identify creative solutions for advancing the Leadership Academy and other training opportunities.
- B.** Expand the mentorship program by allocating time and resources to include participation from entry-level staff.
- C.** Continue and expand the employee evaluation process to promote consistent dialogue on staff responsibilities, performance, and professional development.
- D.** Increase community visibility into LADOT's diverse workforce by creating a frontline speakers bureau for community meetings.

MEASURING SUCCESS:  Increase the number of promotions from within LADOT

STRATEGIC PLAN WORKING GROUP SPOTLIGHT: A PLAN FOR AND BY LADOT STAFF

A team of 82 LADOT staff, representing a cross-section of all business units, came together to form the Strategic Plan Working Group. The Working Group identified the opportunities, challenges, and ideas that shaped this plan, which will inform the department's priorities for the next three years. The Working Group's input guided the development of the plan's framework, ensured actions were clear, achievable, and would contribute to LADOT accomplishing its goals. The Acknowledgements section includes the complete list of Working Group participants.

Tracy Floyd

Rosemary McCarron

Lauren Ballard

Bhuvan Bajaj

Ken Husting

Angela Berumen

Mark Granado

Bill Shao

Carlos Rios

David Somers

Salvador Gutierrez

Adam Greek Signal Systems Elec






Position the department for succession planning and future growth.

Early retirements and constrained growth in the coming years means that we will need to work harder to ensure staff have the information and resources they need to play new roles in the department. While we anticipate hiring constraints over the course of the plan, we will prepare for opportunities to hire talented candidates that are as diverse as the communities we serve.

- A.** Promote the transfer of institutional knowledge through succession planning.

- B.** Expand the Targeted Local Hire Program by working with local schools, professional organizations, Work-Source Centers, trade unions, and community-based organizations to increase the number of underrepresented populations in vocational professions across the department.
- C.** Conduct an audit of existing job qualifications and work with staff to standardize requirements based on gender and racial equity.
- D.** Revisit restrictions for operator jobs (including taxi, bus drivers, and EMT) around criminal records to ensure opportunities are available for a broader eligible job pool.
- E.** Encourage staff rotation to allow staff within the same job classifications to develop new skills and experience, which will support operational needs and prepare staff for supervisory roles.

MEASURING SUCCESS:  Increase staff participation in rotation and training programs

SPOTLIGHT:**TARGETED LOCAL HIRE PROGRAM**

The Targeted Local Hire (TLH) Program connects Angelenos to employment opportunities, with a focus on Angelenos who have traditionally faced barriers to employment. LADOT hires individuals as office trainees and vocational workers from within the City of Los Angeles and provides trainees with a unique opportunity to enter Civil Service positions outside of the city's traditional pathway. Trainees receive full-time, paid, on-the-job training for entry-level positions.

The TLH Program creates opportunities by randomly selecting individuals for referral to city departments to participate in their hiring process for entry-level jobs.

**Summary of TLH Hires through December 2020****45**Administrative
Clerks**19**Maintenance
Laborers**64**Total TLH
Employees
Hired

Equity

PILLAR DEFINITION:

LADOT will deconstruct systemically racist policies and practices that disproportionately and intentionally impacted Black, Indigenous, Latinx, Asian, and other communities of color, and led to poor economic, health, safety, and wellness outcomes. Further, LADOT will ensure that all personnel, contracts, programs, and services work to achieve equitable, dignified, and just outcomes for underserved populations in Los Angeles.

Transportation is not neutral. For decades, Los Angeles prioritized moving cars at top speed, but disproportionately shut out communities of color from car ownership. This means that people of color are more likely to rely on transit, walking, and biking, spending more time travelling to work and essential services. People of color also experience disproportionate effects of traffic violence in Los Angeles, and are more likely to die in traffic collisions. The COVID-19 pandemic has made this even worse. LADOT's legacy of inauthentic community engagement led to further harm, where we spent much more time investing in communities that raise their hands first, rather than communities that need investments the most.

But transportation can be a powerful tool to combat inequity. Affordable, reliable, and safe transportation options can connect communities to more jobs, affordable housing, education, and health care services. Creative investments in our streets can provide access to play, free exercise, and community gathering spaces. And community-first engagement can begin to repair trust and accountability in government. This is an equity-centered plan, and as such, equity work is present across pillars. This reflects LADOT's commitment to focusing on women and BIPOC in its design and delivery of transportation programs and services, ensuring that historically and continually underserved communities are at the center of our processes, work, and investments.



Equity: A Snapshot

WHERE WE ARE:

In 2020, we launched a **Racial Equity Core Team** and conducted a **Racial Equity Survey** to baseline our department's understanding of racial equity:

88%

of LADOT employees think it is valuable to examine and discuss the impacts of race

52%

of LADOT employees feel comfortable talking about race at LADOT

41%

of LADOT employees feel LADOT leadership provides the resources necessary to address racial disparities and achieve racial equity



WHAT WE'VE DONE:



Established consistent **community engagement protocols** for all public projects.



Conducted and completed a **Transportation Needs Assessment** for women.



Completed a **Gender Equity Action Plan** to assist in tracking gender parity.



Launched **BlueLA**, an EV car share program focused on service for low-income households:

50%

of BlueLA membership is low-income (community) members

60%

of all BlueLA trips are from community members.






1.

Develop a shared understanding and definition of equity and assess the role of equity in LADOT's work.

- A.** Develop a department-wide equity definition and equity framework to establish desired equity outcomes for LADOT.
- B.** Develop an index of metrics to measure LADOT's progress at meeting "Universal Basic Mobility" commitments across all neighborhoods and identify priority communities for investment, referred to as underserved communities.
- C.** Commit staff time and resources to prioritize and integrate equity into all work through department-wide training that results in a baseline understanding of equity and inclusion.
- D.** Conduct an equity audit of LADOT's current organizational structure and implement strategies that will foster equity across the department.
- E.** Conduct an annual Racial Equity Survey on racial attitudes and understanding of racial equity. Communicate key themes to all staff and develop a plan to operationalize feedback across the department.
- F.** Establish a diversified Racial Equity Core Team to convene regularly, participate in self-reflection practices, discuss how to advance racial equity, help staff deliver key equity actions, and educate and engage colleagues and supervisors.
- G.** Evaluate current transportation-related enforcement practices and research alternatives that align with LADOT goals and promote safety and equity.


MEASURING SUCCESS:  Increase understanding and awareness of equity issues (measured through annual Racial Equity Survey)

SPOTLIGHT:**RACIAL EQUITY CORE TEAM**

An early achievement for LADOT's Racial Equity Action Plan and the 2021-2023 Strategic Plan, LADOT established the inaugural cohort of its Racial Equity Core Team (Core Team) in October 2020. The 2020-21 cohort of the Core Team, outlined in the Acknowledgements section, is a diversified group of 15 employees who represent varying levels of seniority, work duties, and lived experiences, which LADOT selected through a blind application process. Over the next year, cohort members and advisors will convene regularly, participate in self-reflection practices, discuss how to advance racial equity, and collaborate to educate and engage colleagues and supervisors about this critical work.

2.**Apply LADOT's equity framework to how LADOT pursues and allocates resources.**

- A.** Establish a community action board (CAB), including religious centers and groups that represent underserved communities, to co-design community-first programs, grant applications, projects, and services.
- B.** Pilot a mobility service in underserved communities that responds to the ways that women, gender minorities, and girls travel, including taking multiple "non-commute" daily trips and a greater reliance on public transit.
- C.** Use disaggregated data by race, ethnicity, and gender to evaluate and ensure that LADOT investments are equitable.
- D.** Create an infrastructure design guide that reflects the ways women, girls, and gender minorities travel. Partner with infrastructure agencies (including Bureau of Street Lighting and StreetsLA) to implement gender-inclusive design guidelines within their jurisdictions, prioritizing investments in underserved communities.


MEASURING SUCCESS:  Increase investments in underserved communities



3.

Train and empower staff to embed equity in LADOT projects.

- A.** Educate and train all LADOT staff on a community-first engagement model, based on successful approaches such as Dignity Infused Community Engagement (DICE).
- B.** Develop multilingual, gender-inclusive community engagement resources that equip staff to implement community-first engagement.
- C.** Collaborate with non-transportation partners to help pilot innovative solutions to broader community issues and deliver at least one coordinated project.

MEASURING SUCCESS:  Increase the number of programs and projects that follow the community-first engagement model



SPOTLIGHT: DASH TO CLASS

In August 2019, LADOT launched the free “DASH to Class” program, which provides safe and reliable transportation to students across Los Angeles for free with funding from California’s Low Carbon Transit Operations (LCTOP) grant program. This program allows all K-12 and college/vocational students with a Student Reduced Fare TAP card free rides on LADOT Transit’s DASH buses – even for non-school related trips.

For students without reliable access to a car, transportation historically served as a barrier to education. Free fare programs are a proven tool to reduce barriers to education for students. Studies from U.S. cities that implemented similar initiatives found that more than 90 percent of students reported clear benefits from free bus passes — including better attendance and improved grades.

Prior to the COVID-19 pandemic, the DASH to Class program provided more than 40,000 free trips to students per month. Since the onset of the pandemic, LADOT made DASH a fare-free service to everyone. DASH to Class is one of many important programs that is building toward the goal of free transit for all.

Health & Safety

PILLAR DEFINITION:

LADOT will design streets and deliver programs that eliminate deaths and serious injuries, and that improve the health and wellbeing of our communities, especially those that need it most.

Safety is LADOT's top priority. We remain steadfast in our commitment to eliminating traffic fatalities. This means we will prioritize safety improvements where we see more deaths and serious injuries in our data. This means we will focus on safety improvements with a proven track record to reduce collisions. This means we will design streets that protect the most vulnerable people travelling, like seniors, children, people walking, and people biking.

With limited open space across Los Angeles, particularly in communities of color, we commit to expanding programs that open streets and promote flexible community gathering spaces. We seek to expand safe, active mobility options that connect communities and our transportation network, helping to catalyze our commitment to healthy, vibrant communities.



Health & Safety: A Snapshot

WHERE WE ARE:

In the last three years, LADOT built dozens of miles of infrastructure to improve walking and biking, which provide Angelenos with an active, healthy way to travel. The following indicators demonstrate where we are in terms of access to active transportation:

81%

of LA households are within a half-mile of bicycle infrastructure

25%

of LA households are within a half-mile of high-quality bicycle infrastructure, like an existing protected bike lane, bike path, or bike-friendly street

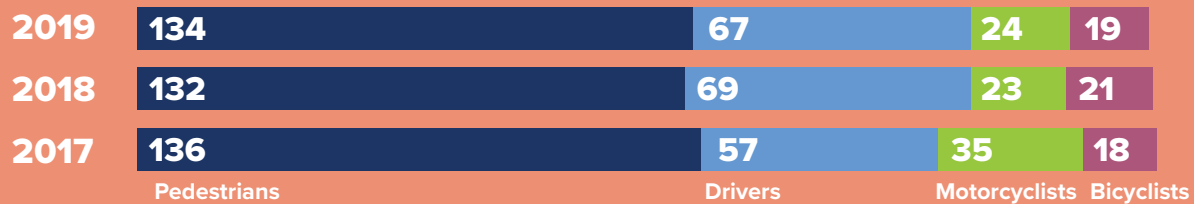
5%

of commuters in Los Angeles walked or biked according to AllTransit



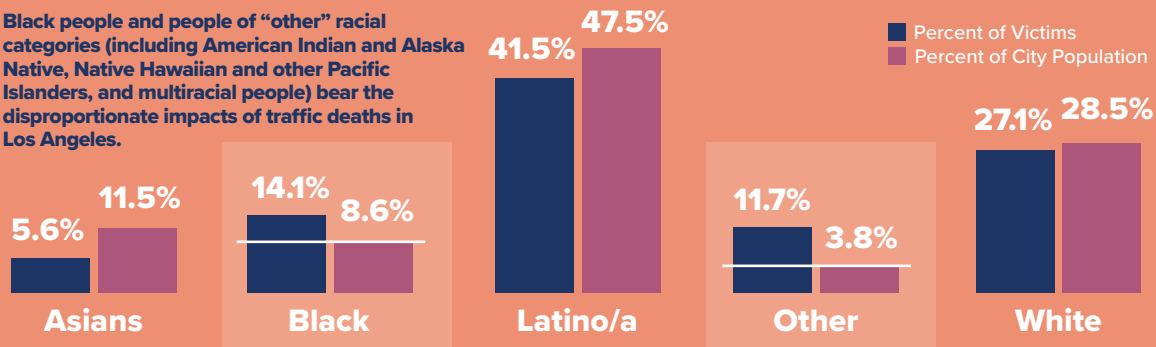
Even one traffic death is too many. Despite historic investments in safety, bigger vehicles and more distracting in-vehicle technology means that drivers feel more comfortable driving faster. The result is that collisions between vehicles and people walking or bicycling are more fatal. In addition, traffic deaths disproportionately impact people of color:¹

Number of Traffic Fatalities (2017-2019)



Traffic Collision Victims by Race and Population

Black people and people of “other” racial categories (including American Indian and Alaska Native, Native Hawaiian and other Pacific Islanders, and multiracial people) bear the disproportionate impacts of traffic deaths in Los Angeles.



\$138 million

LADOT investments in Vision Zero program since 2015



WHAT WE'VE DONE:

LADOT invested in historic levels of data-driven safety improvements and active transportation infrastructure throughout the city:

- ✓ Installed over **4,000 life saving improvements in the City's High Injury Network** between 2017-2020
- ✓ Constructed over **50 safety treatments at 10 schools**
- ✓ Installed **105 miles of new and upgraded bike lanes**
- ✓ Designed and built **3 Great Streets Projects**

Creating safe, flexible spaces for our communities has been a top priority, particularly due to COVID-19:

- ✓ Facilitated **16 open streets events** between 2017-2020
- ✓ Implemented **15 Play Streets**
- ✓ Installed **50 miles of Slow Streets**

¹ Brozen, M. and Ekman, A. (2020) "Improving traffic safety as a racial justice approach in the City of Los Angeles" UCLA Lewis Center for Regional Policy Studies, Los Angeles, CA.




1.

Eliminate traffic deaths and improve street safety for all.

These actions build on over five years of Vision Zero work, with \$138 million of investments in life saving improvements made to date. These actions do not reflect the full scope of work happening within our Vision Zero team, but effectively builds upon key components of the Vision Zero work plan published every January.

- A.** Continue to deliver high impact safety treatments on the High Injury Network (HIN), including an annual multimillion-dollar signal program and significant roadway improvements to priority corridors.
- B.** Seek internal and external funds to advance Safe Routes to School and similar programs to deliver more projects that enhance safety for vulnerable road users.
- C.** Work with community members and public safety agencies to establish equitable protocols for deployment and evaluation of automated speed enforcement (ASE) technology that are equity and race conscious, and balance community concerns about speed, burdens of fees, and biased enforcement practices.
- D.** Pursue state legislative changes that allow LADOT to set appropriate speed limits to support livable streets.

MEASURING SUCCESS:  Eliminate traffic fatalities in the City of Los Angeles


SPOTLIGHT:**SAFE ROUTES TO SCHOOL**

Traffic crashes are the number one cause of death for kids (between 5 – 14) in Los Angeles County. As part of the city's Vision Zero efforts, LADOT worked in partnership with the Los Angeles Unified School District (LAUSD), community-based organizations, and law enforcement to deploy Safe Routes to School (SRTS). SRTS invests in safety improvements and education programming around school communities to help make the experience of walking and bicycling to school safer. The program identifies school locations by need based on the number of students that qualify for free or reduced meals, and by instances of death and serious injuries near school locations. The vast majority of school locations within the Top 50 priorities are within communities of color, which further demonstrates inequities caused by generations of systemic racism. SRTS is now a nationally recognized program that resulted in more than \$50 million in infrastructure investments in communities including South Los Angeles, MacArthur Park, Pico Union, and Panorama City. SRTS has become one of LADOT's most successful programs, in large part because LADOT traffic officers, striping crews, engineers, and planners work collaboratively with community members to make schools safer.

2.**Transform streets into public space to connect communities.**

Streets make up 18 percent of the total land mass in Los Angeles. The pandemic reinforced the importance of streets to connect communities, whether it be for mobility, recreation, or a place to gather. We will invest resources in programs that ignite these flexible uses of the street for communities to benefit.

- A.** Increase the frequency of open streets events to monthly by 2022 and to weekly by 2023.
- B.** Develop coordinated funding and staff resources to streamline all open space programs (including Slow Streets, Play Streets, Open Streets, and Great Streets initiatives) that promote flexible community gathering spaces, and develop a pathway to permanency using infrastructure and programmatic solutions.
- C.** Evaluate the potential to allow micro and small businesses, including street vendors, to use existing plazas and parklets.
- D.** Expand the Play Streets Program to 4 new neighborhoods throughout the City.
- E.** Deliver 3 permanent and 4 temporary Great Streets Challenge projects.


MEASURING SUCCESS:  Increase investment in public space programs



3.

Increase the share of people walking and biking to support healthy communities.

- A.** Complete one major active transportation project (such as a protected bike lane on a major street) per year to support the build out of a comprehensive network of active transportation corridors in the city.
- B.** Develop and adopt a prioritized list of the Neighborhood Enhanced Network within the Mobility Plan 2035 to connect people on foot and bike to transit and destinations on local, low-traffic streets.
- C.** Use the mobility data specification (MDS) to inform coordinated work plans and build infrastructure projects.

MEASURING SUCCESS:  Increase active transportation infrastructure

SPOTLIGHT:

AVALON COMPLETE STREETS PROJECT

Between 2009 and 2017, 149 people died or suffered severe injuries from traffic collisions on Avalon Boulevard between Jefferson Boulevard and 120th Street. As a result, LADOT designated a 6.5-mile segment of Avalon Boulevard in South Los Angeles a Vision Zero Priority Corridor in 2017. In 2020, LADOT significantly redesigned the street to improve safety on Avalon. The project transformed Avalon from a five-lane street to a three-lane street and added a bike lane. This phase of the Avalon Complete Streets Project includes new bus boarding platforms that will improve bus speed and reliability, along with repaired sidewalks, new signals, and accessibility upgrades.

Community engagement for this project took place over 35 days in May and June 2019. LADOT reached thousands of community members through door-to-door canvassing and events held in partnership with local vendors, churches, bike clubs, and schools. The department hired community-based organizations and a street team that included local residents to conduct engagement and inform decision-making.



Sustainability

PILLAR DEFINITION:

LADOT will expand the city's zero-emission transportation network to curb climate change and correct the harm of pollution on the city's most vulnerable populations.

The climate crisis remains a priority for our city. Transportation is the single largest contributor of greenhouse gas (GHG) emissions in Los Angeles, and while much of the work to reduce carbon emissions is beyond the purview of LADOT, the Mayor's Green New Deal for Los Angeles provides a strong framework for our work. As such, the goals and actions below all derive from it.

We will expand zero-emission options, expand the quality and availability of new modes, and help move more people in buses, on foot, and on bikes.



Sustainability: A Snapshot

WHERE WE ARE:

We acknowledge our influence over GHG emissions from transportation:

4.4 tons

of CO₂ from on-road transportation fuel combustion citywide²

90 million

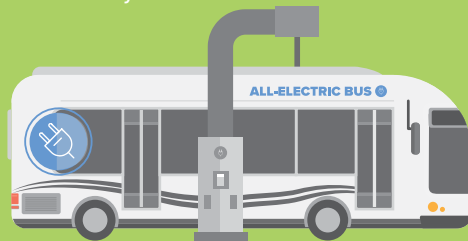
vehicle miles travelled each day in 2020 (trips starting in Los Angeles), which is 10 million fewer miles traveled per day than in 2019.



WHAT WE'VE DONE:

We expanded access to electric vehicles and infrastructure:

- ✓ Partnered with BSL to install **103 on-street EV chargers** (18 metered, 85 non-metered) (2018-2020)
- ✓ Awarded a Transit and Intercity Rail Capital Program (TIRCP) grant for over \$100 million to purchase **155 electric buses and install electric infrastructure** in two city-owned bus yards.



- ✓ Partnered with the Mayor's Office, LADWP, Libraries, and Recreation and Parks to receive \$1.7 million in grant funding from the Sustainable Transportation Equity Project (STEP) to provide up to **185 EV charging stations, including 3 DC fast charging plazas** in South Los Angeles. The same grant provides workforce training opportunities for EVSE maintenance through the Los Angeles Cleantech Incubator.

- ✓ Avoided 1,910 metric tons of GHG emissions since BlueLA program launch.

We are expanding mobility options for Angelenos:

97

new bike share stations installed



105

e-bikes added to Metro bike share since 2018



40

BlueLA stations, serving 100 EVs, and a total of 200 chargers, installed in the public right-of-way



- ✓ Piloted on-demand microtransit service, LANow

² 2017 annual data, using the Global GHG Protocol for Cities

1.

Reduce carbon emissions.

We commit to transitioning our fleet to 100% zero-emissions by 2028, in time for the Olympic and Paralympic Games, and incentivizing those mobility services that we regulate to do the same.

- A.** Accelerate zero emissions bus deployment to have a 35% zero emissions fleet by 2023.
- B.** Partner with Bureau of Street Lighting to install EV chargers in commercial areas (both on-street and city-owned lots), commercial load zones and taxi zones.
- C.** Electrify 10% of the city's taxi fleet by 2022.
- D.** Incentivize the transition to zero-emission vehicles for urban delivery fleets, such as through zero-emission commercial loading zones.

MEASURING SUCCESS:



Increase the percentage of city operated and permitted zero-emission vehicles



Reduce GHG emissions from city operated and permitted transportation

2.

Move people more efficiently.

If we expect more people to ride public transportation, we must invest in strategies that help public transportation move faster.

- A.** Support Metro in identifying at least one pilot location in the City of Los Angeles as part of their Traffic Reduction Study.
- B.** Improve the speed and reliability of bus and rail transit through a signal priority program in partnership with Metro, including a focus on LADOT DASH lines.
- C.** Partner with Metro to identify and install at least two new bus-only lanes per year.
- D.** Continue to build MDS and apply to all shared and connected modes to optimize safe and equitable street design and operations.

MEASURING SUCCESS:



Reduce vehicle miles traveled (VMT)



SPOTLIGHT:

MAKING NEW DEVELOPMENTS MORE SUSTAINABLE


The State of California recently changed the way in which we measure the environmental impacts of projects to ensure that development projects facilitate more sustainable travel options for residents and visitors. The city must now estimate the vehicle miles traveled (VMT), or per capita miles driven, that a development will create. The switch to VMT is a key step in achieving the state's goals related to the reduction of GHG emissions. In July 2019, the City of Los Angeles adopted new guidelines that conform to the state requirement a year ahead of the mandated deadline. The city's guidelines are more stringent than those suggested by the state, which ensures that Los Angeles continues to lead on climate action. For these efforts, LADOT received the SCAG Sustainability Award in the Efficient and Sustainable Land Use category and the American Society of Civil Engineers (ASCE) Outstanding Urban and Land Development Project award. As a next step, LADOT is collaborating with LA City Planning to update the Transportation Demand Management Program, which requires the integration of sustainable travel options into new development projects, regardless of a project's environmental impact. The update will further reduce GHG emissions and increase mobility options for Angelenos.



3.

Increase equitable, affordable mobility options, especially where choices are limited.

- A.** Increase frequency of DASH services in underserved communities, with more direct connections to Metro stations and everywhere riders want to go.
- B.** Update and implement the Transportation Demand Management ordinance to promote strategies that reduce VMT, including sustainable travel behavior and teleworking.
- C.** Expand shared, electric micromobility options, including Metro Bike Share e-bikes and dockless mobility services, in underserved communities.
- D.** Implement 4 new DASH lines, prioritizing investments in communities with limited transit access.
- E.** Develop a Mobility Hubs Program that concentrates investments in Downtown LA and Hollywood.
- F.** Expand BlueLA carshare to add 60 stations in South Los Angeles, East Hollywood, and Boyle Heights communities by leveraging partnerships with private industry and collaborating with community-based organizations.

MEASURING SUCCESS:  Increase multi-modal accessibility in underserved communities

SPOTLIGHT:

BUS-ONLY LANE IMPLEMENTATION

Faster, more frequent, and more reliable bus service is at the heart of the city's strategy to reduce GHG emissions. Mayor Garcetti's Executive Directive 25 directs LADOT to work with Metro on a network of bus infrastructure to improve travel speeds by 30%, consistent with the Metro Vision 2028 Strategic Plan. The joint working group between LADOT and Metro focused the last year of its efforts on Downtown Los Angeles, where the impacts of congestion on bus speed and reliability are most acute. Since then, LADOT installed new dedicated bus lanes on 5th and 6th Streets, completed a connecting segment of dedicated bus lane on Aliso Street, and converted the temporary bus lane on Flower Street to a permanent bus lane. Community engagement is underway for dedicated bus lanes on Grand and Olive Streets, and the working group will identify and prioritize additional corridors beyond the downtown area to implement in 2021 and beyond.



Economic Growth

PILLAR DEFINITION:

LADOT will create jobs, support businesses, and provide economic opportunities for our communities, prioritizing the most underserved.

Including grants and staff salaries, LADOT is responsible for nearly \$1 billion in funding. We will leverage our role as employer, as contract managers, and as investors in infrastructure to support a more economically vibrant Los Angeles. We will support opportunities for minority and women-owned enterprises – and all businesses that support the vitality of underserved communities. We commit to helping new businesses flourish that serve our city’s mobility needs, and piloting mobility solutions that are safer and more sustainable.



Economic Growth: A Snapshot

WHERE WE ARE:

We recognize the disproportionate impacts of economic and health outcomes in communities of color:

56% of households polled in Los Angeles reported having serious financial problems due to the COVID-19 pandemic.

Of those households, the heaviest impacts of the outbreak (reported as “serious financial problems”) were felt by:³




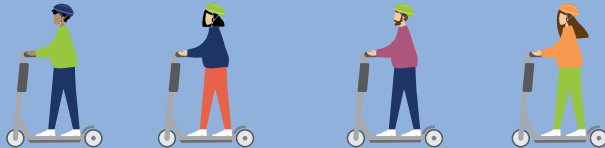

71% Latino households **52%** Black households **37%** White households



43% of census tracts in Los Angeles (at the start of 2017) fell into the category of high economic need, according to the California Human Development Index. While we cannot change this outcome metric on our own, the actions outlined in the plan will help to best serve these areas and increase the prosperity of our city as a whole.

30x Low-wage workers who drive have access to more than 30 times the job opportunities of the workers who depend on public transit.⁴

WHAT WE'VE DONE:

-  Along with the Los Angeles Mayor's Office, LADOT launched **Urban Movement Labs**, a hub for innovation with three main programs – the Ideas Accelerator, the Workforce Development Initiative, and a network of Urban Proving Grounds.
-  Created a **common data platform, MDS**, now used by over 100 cities worldwide to enable more mobility companies to operate in Los Angeles.
-  **10.3 million** trips taken during the dockless pilot program bringing new funds to the city.
 
-  Established the **Mobility Investment Program**, which enables staff to screen projects to maximize community benefits.

¹ LA Times, September 9, 2020. <https://www.latimes.com/california/story/2020-09-09/la-me-coronavirus-los-angeles-economic-problems>

² Marlon G. Boarnet, Genevieve Giuliano, Yuting Hou, Eun Jin Shin, “First/last mile transit access as an equity planning issue”, Transportation Research Part A: Policy and Practice, Volume 103, 2017.




1.

Maximize community benefits from LADOT services.

We must ensure our investments align with our values to grow our services intentionally.

- A.** Conduct an equity assessment of LADOT's operating budget to identify investments in underserved communities, and reallocate funds as needed to reflect LADOT's commitment to equity.

- B.** Invest developer fees generated from plan review to advance Universal Basic Mobility, especially in places that need it most.
- C.** Continue to implement the Transportation Demand Management Ordinance to ensure developments mitigate the impacts of VMT, while keeping the review process streamlined to support the growth of housing availability.

MEASURING SUCCESS:  Increase usage of LADOT services in underserved communities

SPOTLIGHT:**COMMUNITY ASSISTANCE PARKING PROGRAM**

In 2017, LADOT launched the Community Assistance Parking Program (CAPP) to assist individuals experiencing homelessness with their parking citations. CAPP participants can fulfill their citation obligations by agreeing to perform community service hours or receive social services, such as job training and housing assistance, among others. LADOT connects CAPP participants with service providers throughout Los Angeles County, who offer a variety of services and resources. Through October 2020, nearly 1,200 unhoused individuals completed the program and LADOT dismissed approximately 4,000 citations.

2.**Leverage technology to optimize LADOT's assets and support a thriving Los Angeles.**

While the city's population will continue to grow, we have no more space left to build roads and freeways. We know that more roads and freeways have marginal impacts on reducing traffic congestion, so we need to make better use of our streets. We will do so through advanced technology, smarter uses of parking, and advocating for more oversight on emerging mobility solutions.

- A.** Evaluate LADOT-owned properties for potential land lease or public-private partnerships to maximize financial and/or social value of potential land use.
- B.** Implement the Code the Curb priority roadmap.
- C.** Advocate for city and state authority to implement advanced curb enforcement strategies, such as a two-tiered disabled parking system.
- D.** Establish legislation that allows LADOT to pilot local transportation network company (TNC) permit programs, in partnership with other Los Angeles County agencies.
- E.** Pursue local permitting authority over commercially deployed fleets, including authority to require disaggregated trip data for shared modes.
- F.** Establish LADOT's role in urban air mobility over the city's airspace, consistent with the 7 Principles of Urban Sky.
- G.** Partner with Urban Movement Labs' (UML) Urban Proving Grounds to encourage businesses to pilot, test, and scale innovative mobility solutions in Los Angeles.

MEASURING SUCCESS:

Increase efficiency of curb usage



Increase number of new mobility pilots in Los Angeles



3.

Create new business opportunities with LADOT.

LADOT will help jumpstart new opportunities to work with and for the department, and will use its power as an employer and client to ensure our investments help advance our vision for a more inclusive and equitable Los Angeles.

- A.** Conduct internal and external training on contracting best practices, including the Business Inclusion Program (BIP), to support the growth of women and minority-owned businesses working with LADOT.
- B.** Review revenue generation ideas developed by LADOT and propose viable fees to City Council, such as charging for installation of red curbs.
- C.** Develop standard procurement language for competitive processes that instruct proposers to identify commitments to community benefits such as targeted local hire, youth hire, cooperative agreements, labor peace agreements, and commitments to women and minority-owned businesses.
- D.** With input from stakeholders, further reform LADOT's contracting and procurement processes to increase minority business participation as prime and subcontractors.
- E.** Establish a universal permit program under the On-Demand Mobility Program to make it easier for new mobility services to operate in Los Angeles.

MEASURING SUCCESS:



Increase the diversity of LADOT contractors



Increase the size and scope of on-demand mobility programs

SPOTLIGHT:

LAUNCH OF THE OPEN MOBILITY FOUNDATION (OMF)

In the Fall of 2018 and in preparation for new shared mobility devices on our streets, LADOT developed a set of digital specifications for how we should manage data, generated by new mobility devices. This data helped us manage accessibility, safety, and quality of life issues in real time. By January 2020, over 100 cities were using or referencing our mobility data specification (MDS). This growth, without marketing or outreach, demonstrates that LADOT is building solutions that solve real problems, and in a way that is easily consumable and understandable by cities all around the world.

In order to give all cities a voice in the governance and evolution of the MDS project, Los Angeles joined 14 other cities to found the Open Mobility Foundation (OMF) – a global coalition committed to using open source technology to change how cities manage transportation. The OMF brings together academic, commercial, advocacy, and municipal stakeholders to help cities develop and deploy new digital mobility tools, and provides the governance needed to efficiently manage them. The launch of OMF was a milestone accomplishment outlined in LADOT's Technology Action Plan, which articulates our technology priorities.



COVID-19 Action Plan

While our plan remains focused on multi-year programs and initiatives, we want to acknowledge the near-term priorities we will address in response to the COVID-19 pandemic to keep our staff and our communities safe. The following goals and actions identified here specifically focus on tactical response and recovery efforts intended for completion within the first year of the plan.

1.

Minimize Staff and Public Infections from COVID-19.

- A.** Continue to keep high-touch facilities clean, procure protective equipment for staff in the field, and contact trace positive cases.
- B.** Streamline customer-facing portals and expand contactless processes to improve the customer experience.

2.

Transition staff back to work safely once a vaccine is in place.

- A.** Develop a reconstitution plan for a safe return to work, and institute standard operating procedures for field locations.
- B.** Continue to share real-time information to staff about the status of COVID-19 and the plan for returning to work.



3.

Permanently implement successful programs that were launched during Safer at Home Orders.

- A.** Make the community-driven Slow Streets Program permanent to increase access to open space, especially in park poor neighborhoods.
- B.** Lead the effort to make Al Fresco permanent for eligible restaurants throughout the city.
- C.** Administer a permanent telecommuting plan for staff who can effectively complete their work at home.

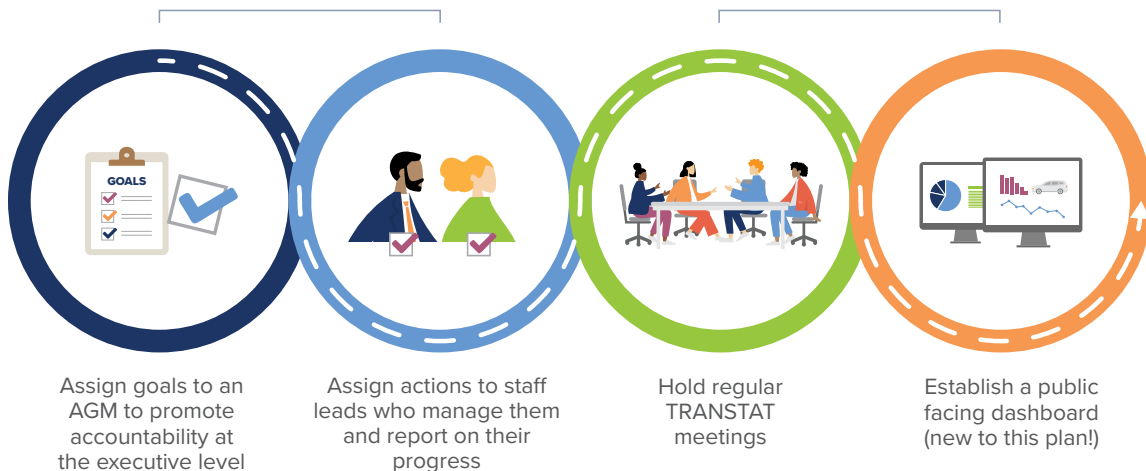
NEXT STEPS:

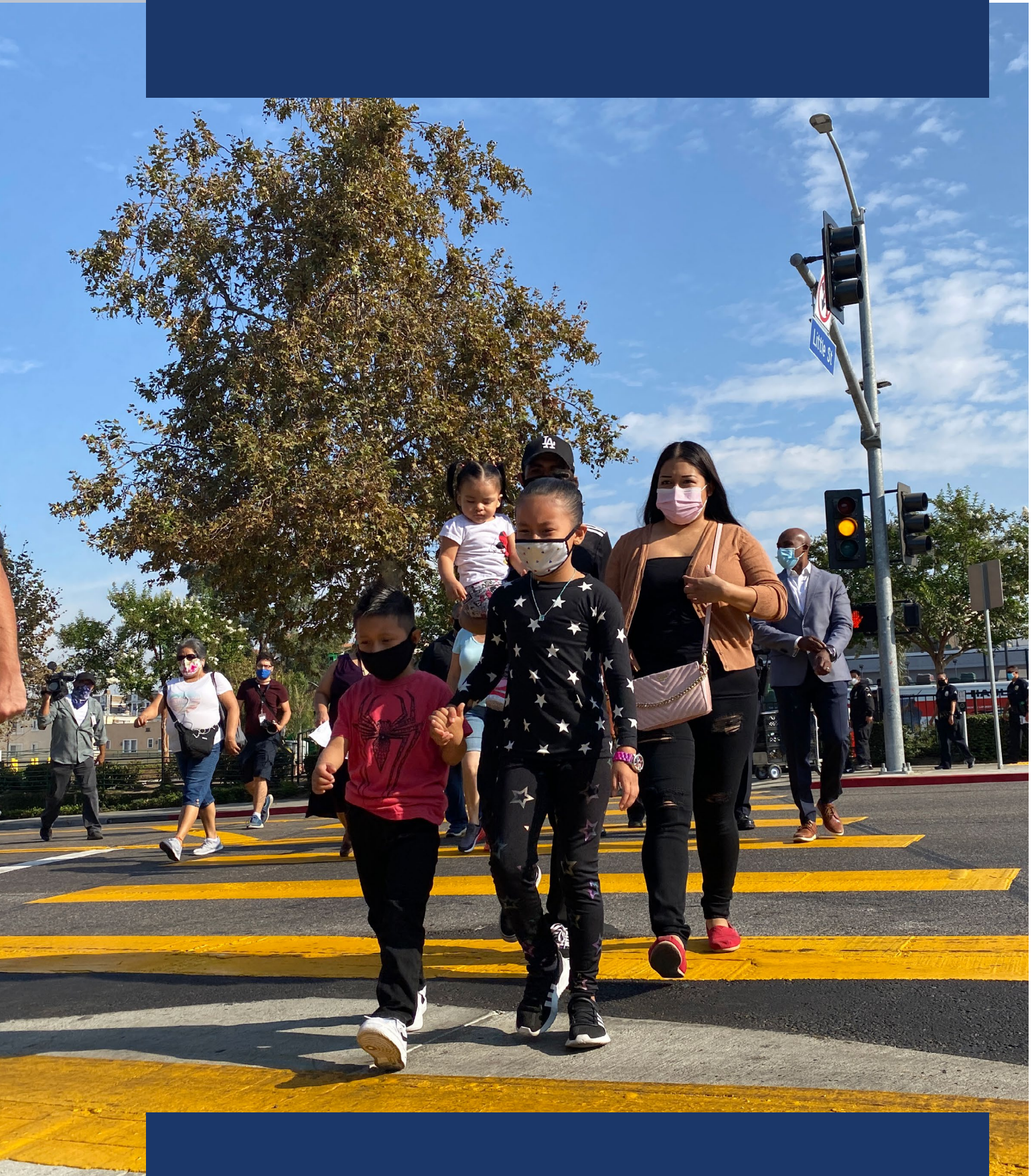
Operationalizing the Strategic Plan

The success of the plan relies on systems of accountability, clear communications, appropriate resourcing, and tools to measure continuous improvement. As outlined in our “Measuring Success” section, we developed this plan alongside a clear set of metrics. We will incorporate the plan’s goals and actions into departmental TRANSTAT meetings, and use a dashboard to track progress on the plan and promote data-driven decision-making. Assistant General Managers (AGMs) will monitor specific goals under each pillar, while LADOT staff will lead the implementation of specific actions within each goal. Staff leads will report on action progress through the dashboard and TRANSTAT meetings. These efforts will enable clear communications with staff and our stakeholders, integrate the plan into the daily operations of the department, and ultimately bring the plan to life.

BUILD ACCOUNTABILITY

LEVERAGE TOOLS AND PROCESS





Acknowledgements

Mayor Eric Garcetti

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