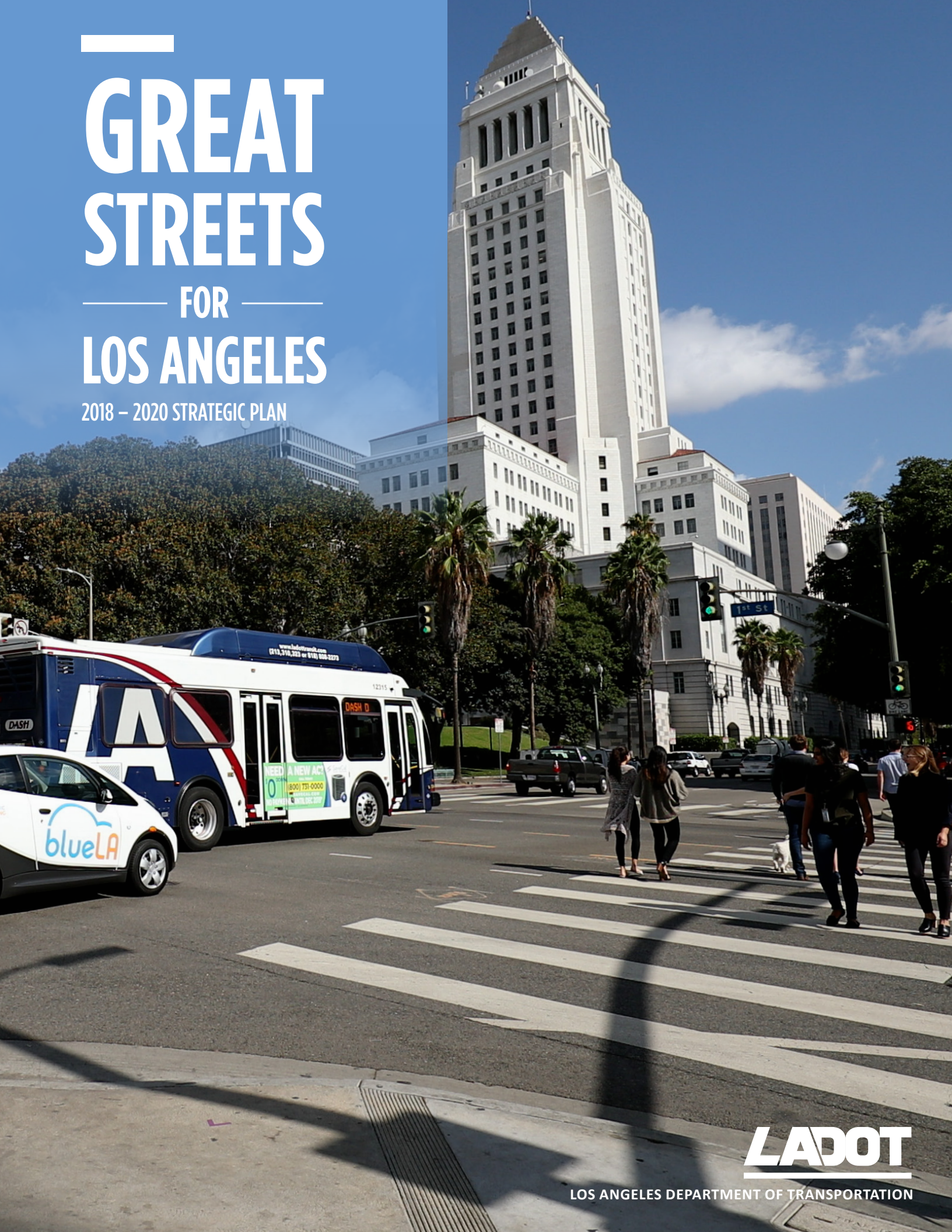
GREAT STREETS FOR LOS ANGELES

2018 – 2020 STRATEGIC PLAN

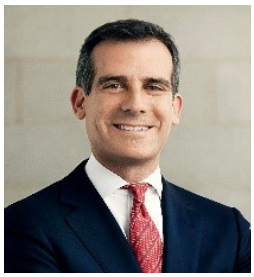


LADOT

LOS ANGELES DEPARTMENT OF TRANSPORTATION

OFFICE OF THE MAYOR
City of Los Angeles

200 N. Spring St. • Los Angeles, CA 90012
www.lamayor.org • @LAMayorsOffice



Dear Fellow Angelenos,

As the City of Los Angeles grows, so does the need to deliver a safe, convenient, and affordable transportation system that constantly employs innovation to ease congestion and expand travel options.

Los Angeles residents demonstrated their overwhelming support for a transportation renaissance with last November's historic approval of Measure M, a 40 year, $120 billion program for transit in the region, which ensures our transportation future is bright as we prepare to welcome the world for the Olympic and Paralympic Games in 2028.

The Los Angeles Department of Transportation (LADOT) is at the center of making Los Angeles a regional and national leader in mobility. As outlined in this Strategic Plan, LADOT plays a pivotal role in the delivery and maintenance of new infrastructure; the development and expansion of mobility options, such as bikeshare and carshare programs; the testing and full scale deployment of innovative and smart technologies that improve mobility for everyone; and the shift to more sustainable transportation options.

In addition, LADOT continues to transform streets to maximize public use through programs such as CicLAvia, Play Streets, and the Great Streets initiative, which create safer and more accessible community environments, and by easing congestion through infrastructure improvements, an upgrade of ATSAC, and through the hands-on work of traffic and parking enforcement officers.

I look forward to working with General Manager Seleta Reynolds to continue to improve the mobility options available to all Angelenos.

Eric M. Garcetti
Mayor

DEPARTMENT OF TRANSPORTATION
CITY OF LOS ANGELES
100 S. Main St. • Los Angeles, CA 90012
www.ladot.lacity.org • @LADOTofficial

Dear Angelenos,

I am proud to present "Great Streets for Los Angeles," our updated Strategic Plan - which outlines our continued commitment to healthy, vibrant, and livable communities. Transportation is the second largest expense after housing in Los Angeles, and our strategic plan addresses accessibility and affordability as core goals of the system we manage. Our role is to deliver safe and convenient transportation choices to everyone.

In developing this plan, we wanted significant employee participation and input to ensure that the goals we set are achievable. First, we took stock of the 2014 Great Streets Strategic Plan. We built on its success by identifying new strategies and benchmarks and empowered a strategic planning group to shape our new plan. We aligned our vision and core values to direct our efforts for years to come.

The City has an unprecedented opportunity to take advantage of historic increases in transportation funding as we prepare to host the world at the 2028 Olympic and Paralympic Games. The 1984 Olympics marked transportation investments that continue to pay dividends, and we know that the 2028 games will be no different. A commitment to racial and socio-economic equity; an optimistic eye to a system transformed by technology; and an investment strategy guided by health and safety will help Los Angeles to be the healthiest, safest city in the United States when the Olympics arrive.

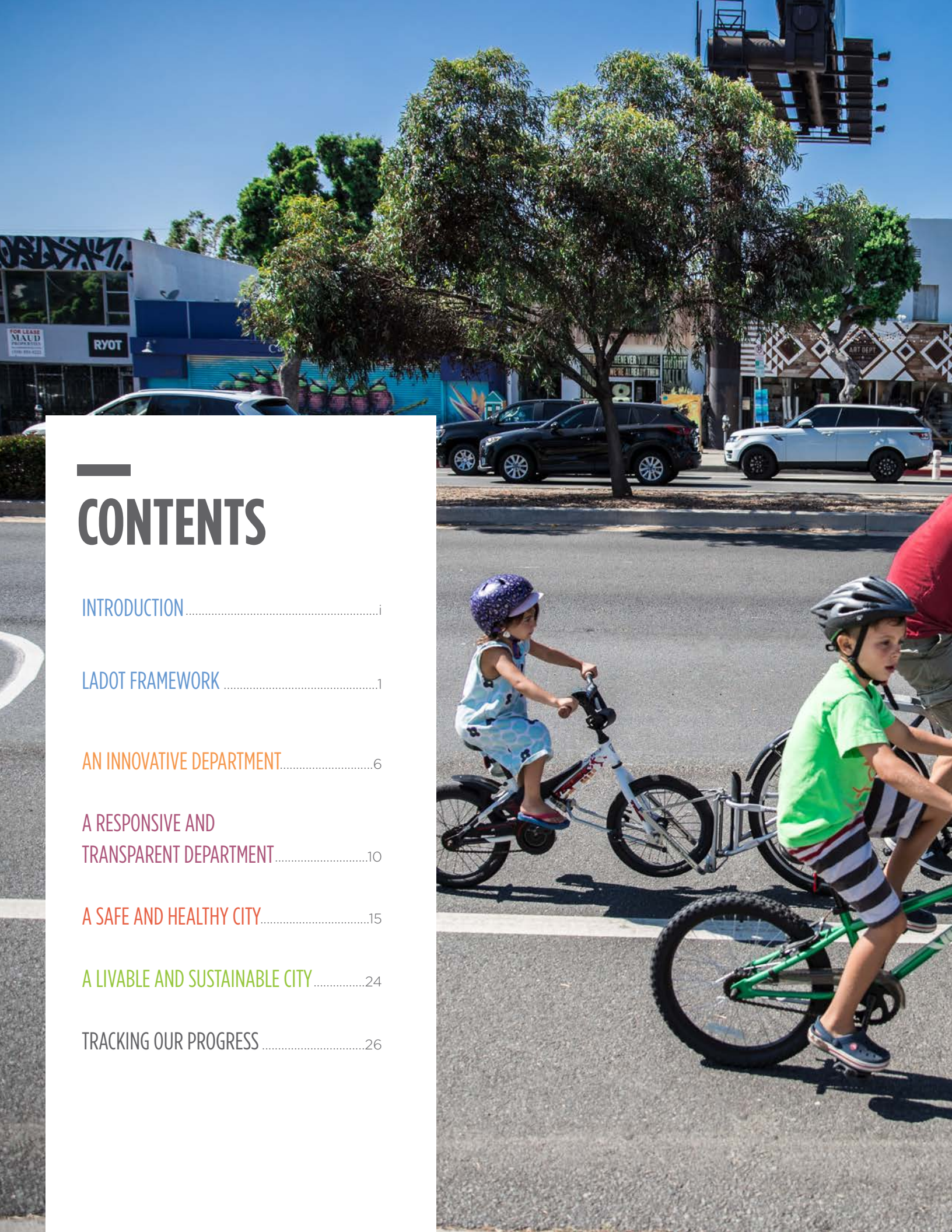
Health and safety are our north star. We remain focused on making our streets the safest in the nation and making Los Angeles the healthiest city in the United States. The High Injury Network will continue to see life-saving improvements aimed at protecting people driving, waking, and bicycling. A renewed pledge to our most vulnerable population – older adults and children will guide our work.

LADOT will continue to support the Mayor's goals for A Livable and Sustainable City. This will require innovation and strong partnerships to bring mobility that supports the economic vibrancy of our city. In addition, we will continue to embrace technology and lead the nation in leveraging its potential to optimize safety, efficiency, and the transportation experience.

Last, we are investing in LADOT. We know that we must improve our business systems and empower our workforce to be transparent, credible, and future-guiding. As a lead transportation agency, we play a key role in shaping the future of the region. We look forward to implementing this three-year plan.

Sincerely,

Seleta Reynolds
General Manager



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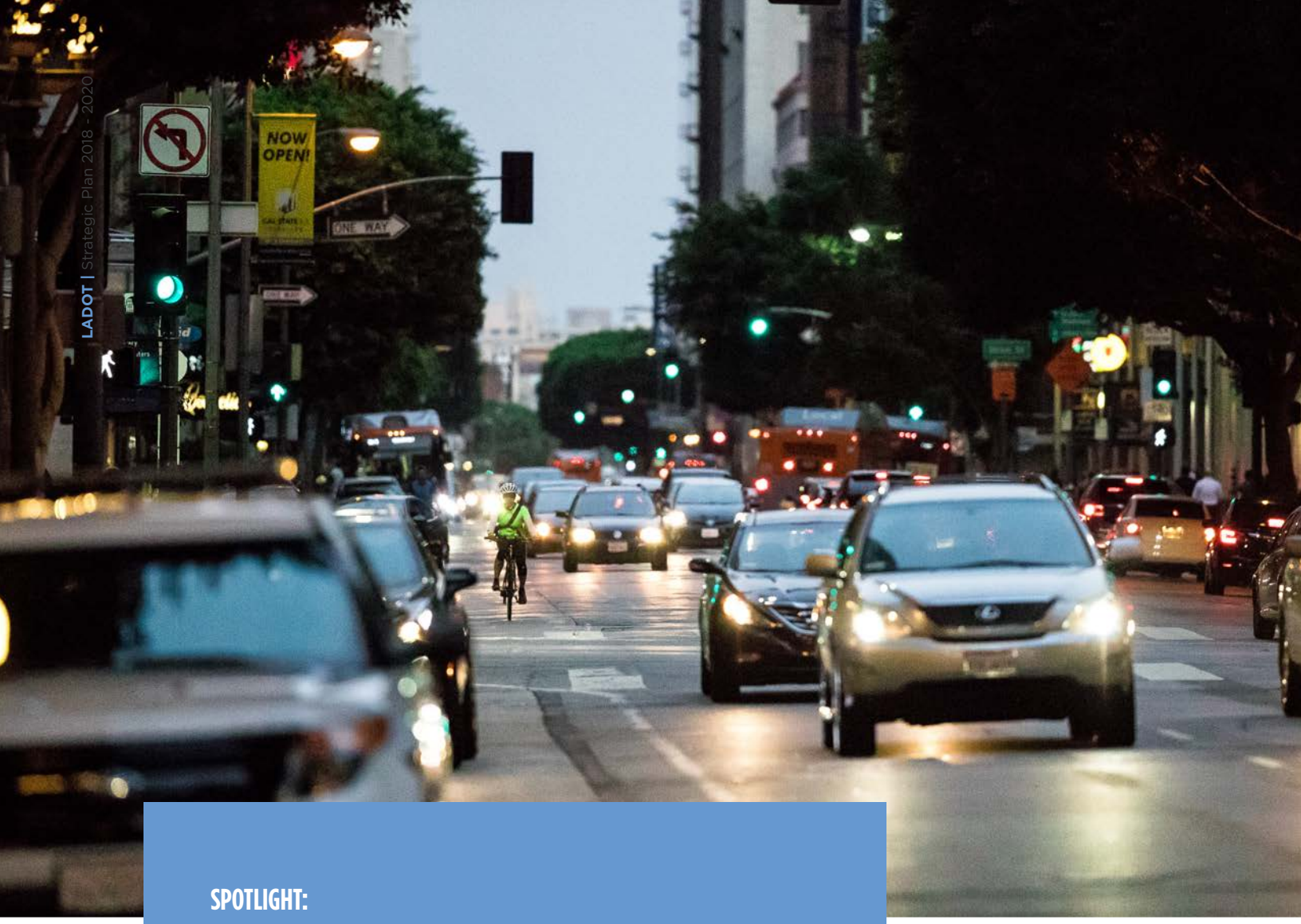
INTRODUCTION

This Strategic Plan recommits LADOT to deliver Great Streets for Los Angeles.

As the region grows, so do the transportation needs of people that live, work, and play here. Our intention is to provide all with access to safe and affordable transportation choices.

LADOT will use this plan to prepare for an unprecedented investment in transportation infrastructure and technology. With the passage of Measure M, new state transportation funding, and the upcoming 2028 Olympic and Paralympic Games, there are an increasing number of opportunities to make Los Angeles the healthiest, safest, and most sustainable city in America.

LADOT will continue to make strategic safety investments on the vast network of streets in Los Angeles, with equity, older adults, and youth at the center of this deployment. While addressing existing safety concerns, LADOT will harness the future of transportation technology to optimize safety, traffic flow, and mobility on all modes of transportation.



SPOTLIGHT:

ADDRESSING CONGESTION

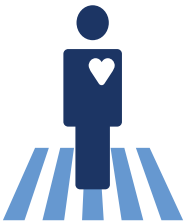
LADOT will take actions to get people moving.

Many of the strategies and benchmarks are aimed at making it easier, safer, and more reliable to get around Los Angeles including these specific initiatives that will help improve traffic flow and reduce congestion:

- Updating our automated citywide signal system (ATSAC) with the latest technology
- Expanding demand-based parking – like LA Express Park
- Establishing a Transportation Demand Management (TDM) ordinance

In addition, a variety of safety improvements will also help reduce congestion. For example, adding dedicated left-turn pockets can free up lanes for people traveling straight through intersections.

This strategy builds on the successes of LADOT's first strategic plan, released in 2014. Over the past three years, LADOT has made significant progress on our commitment to improve Los Angeles: approximately 70% of the Strategic Plan benchmarks were successfully completed.



Launched the **Vision Zero Action Plan** and completed 40 miles of comprehensive safety assessments.

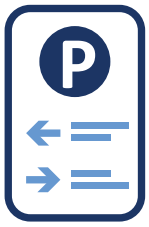
Prepared for autonomous vehicles by releasing a comprehensive **Transportation Technology Strategy** and secured a $3 million federal grant to work on connected and autonomous vehicles.

Hired the department's first ever **Artist-in-Residence** to incorporate placemaking into all that we do.

Simplified DASH routes and equipped all Commuter and DASH buses with **free wifi and bike racks.**

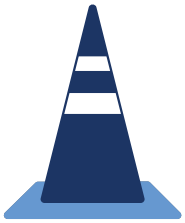
Launched **BlueLA,** an electric vehicle car sharing pilot that will bring up to 40 stations and 100 vehicles to underserved communities.

Implemented **regional bike share** downtown, the Port of Los Angeles, and Venice Beach.



Expanded **LA Express Park** and launched a simplified parking sign pilot downtown.

Introduced 10 miles of **protected bikeways** and implemented nearly 50 miles of bikeway improvements.



Tripled **traffic management operation** at events such as Dodger Stadium, LA Live, Hollywood Bowl, and many more.

Development of the Plan

This plan was developed with staff from across the Department. Plan development was directed by executive leadership and over 500 LADOT employees provided feedback on the Department's updated mission, vision, and values. Over the summer, 70 staff members met monthly to shape the content of the plan, representing nearly every work program and classification in the department. This cross-section of staff prioritized strategies and set benchmarks for the plan, and committed to leading their colleagues on implementation.

This document is organized by four goal areas tied to achieving our vision for Los Angeles.

Our **goals** describe broad achievements for the city and are tied to the Mayor's Priority Outcomes for Los Angeles. Each goal forms a chapter and includes a list of strategies and benchmarks to achieve that goal. Each **strategy** is the approach we will take to achieve our goal. Each **benchmark** is the measurable step we will take to achieve the strategy.

The intent of these details is to provide LADOT, the Mayor, City Councilmembers, and the public with an achievable, data-driven, and trackable summary of our commitments.

HOW TO READ THE PLAN

> "IT WAS A PLEASURE WORKING WITH OTHERS FROM ALL SECTIONS OF THE DEPARTMENT AND I AM EXCITED TO SEE THEIR INPUT REFLECTED IN THE PLAN."
>
> - LaTonya Allen, Parking Enforcement and Traffic Control

CHAPTER ONE

LADOT FRAMEWORK

Vision

In Los Angeles, all people have access to safe and affordable transportation choices that treat everyone with dignity and support vibrant, inclusive communities.

Mission

LADOT's mission is to lead transportation planning, project delivery, and operations in the City of Los Angeles. We work together and collaborate to deliver a safe, livable, and well-run transportation system in the city and region.

LADOT has four main operating groups that report to the General Manager:

- ADMINISTRATION AND FIELD SERVICES
- MOBILITY MANAGEMENT
- PARKING ENFORCEMENT AND TRAFFIC CONTROL
- PROJECT DELIVERY AND OPERATIONS

Values

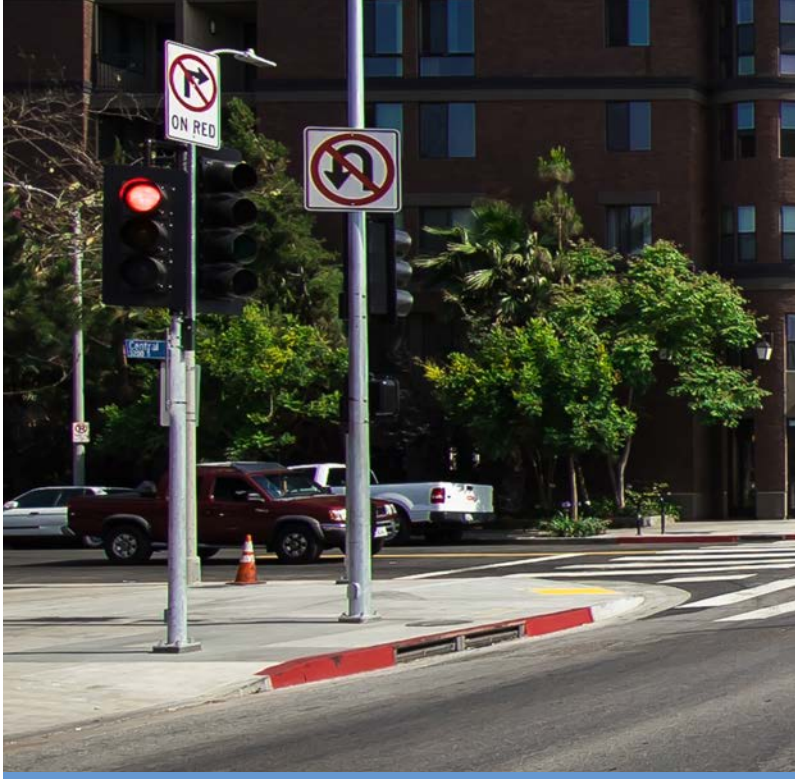
As LADOT prioritizes our work to meet the needs of the people of Los Angeles, we remain committed to our core values. These values define how we do our work with limited resources, progress toward our vision, and achieve the greatest impact.

Safe and Healthy. The transportation system contributes to safe and healthy communities. Loss of life from preventable traffic collisions is unacceptable. LADOT's imperative is to eliminate traffic fatalities and maintain safe streets for all.[1]

Equitable and Inclusive. Los Angeles is one of the most diverse cities in the world, but significant disparities in wealth and opportunity exist.[2] We are committed to addressing the historic underinvestment and environmental injustices that limit our City's potential.[3] LADOT is investing in transportation infrastructure that support nurturing and inclusive communities.[4]

Accessible and Affordable. Transportation is the second largest household expense after housing and a crucial link to breaking the cycle of poverty.[5] LADOT is committed to providing frequent and dependable transportation options to meet the diverse needs of people facing housing challenges, people with mobility issues, and older adults.[6]

Sustainable and Resilient. LADOT is reducing greenhouse gas emissions, improving air quality, and maintaining a transportation network that is resilient. We are committed to limiting the transportation system's impact on the environment.[7]



SPOTLIGHT:

TRANSPORTATION EQUITY IN LOS ANGELES

LADOT embraces equity as a core value and an LADOT operating principle.

Equity is about building a region with equitable transportation access, where all areas share equally in the benefits and burdens of a rapidly evolving city. Equity is also about planning in partnership with communities to ensure projects reflect the values and needs of each unique neighborhood.

This plan articulates our commitment to improving transportation equity in Los Angeles. Strategies to address equity are included in all four goals of this plan. Specific benchmarks address transportation disparities and how we plan to mitigate those disparities.

1 Vision Zero Action Plan - 2017. (2017, January 26). Retrieved June 06, 2017, from https://view.joomag.com/vision-zero-action-plan-2017/0893807001485436685?short

2 Health Atlas for the City of Los Angeles. (2013, June). Retrieved June 07, 2017, from http://planning.lacity.org/cwd/framwk/healthwellness/healthwellness.htm

3 Sustainable City pLAn 2nd Annual Report. Retrieved June 06, 2017, from http://plan.lamayor.org/

4 Mobility Plan 2035. (2016, September 16). Retrieved June 07, 2017, from https://planning.lacity.org/eir/Mobilityplan/deir/index_recirculated.html

5 City of Los Angeles Releases Homelessness Strategy Report. (2016, July 01). City of Los Angeles Releases Homelessness Strategy Report. Retrieved June 07, 2017, from https://www.lamayor.org/city-los-angeles-releases-homelessness-strategy-report

6 Executive Directive No. 17 on Purposeful Aging [PDF]. (2016, May 18). City of Los Angeles.

7 Sustainable City pLAn 2nd Annual Report. Retrieved June 06, 2017, from http://plan.lamayor.org/

Principles

Integrity, honesty, and respect. We serve the public. We tell the truth. Our focus is to do what is right. We treat everyone with a high level of respect. We are trustworthy, honest, professional, and fair.

Problem-solving attitude. We are creative. We are known for working closely with the public and with each other to identify issues, opportunities, and solutions. We are resourceful and provide meaningful options to address problems.

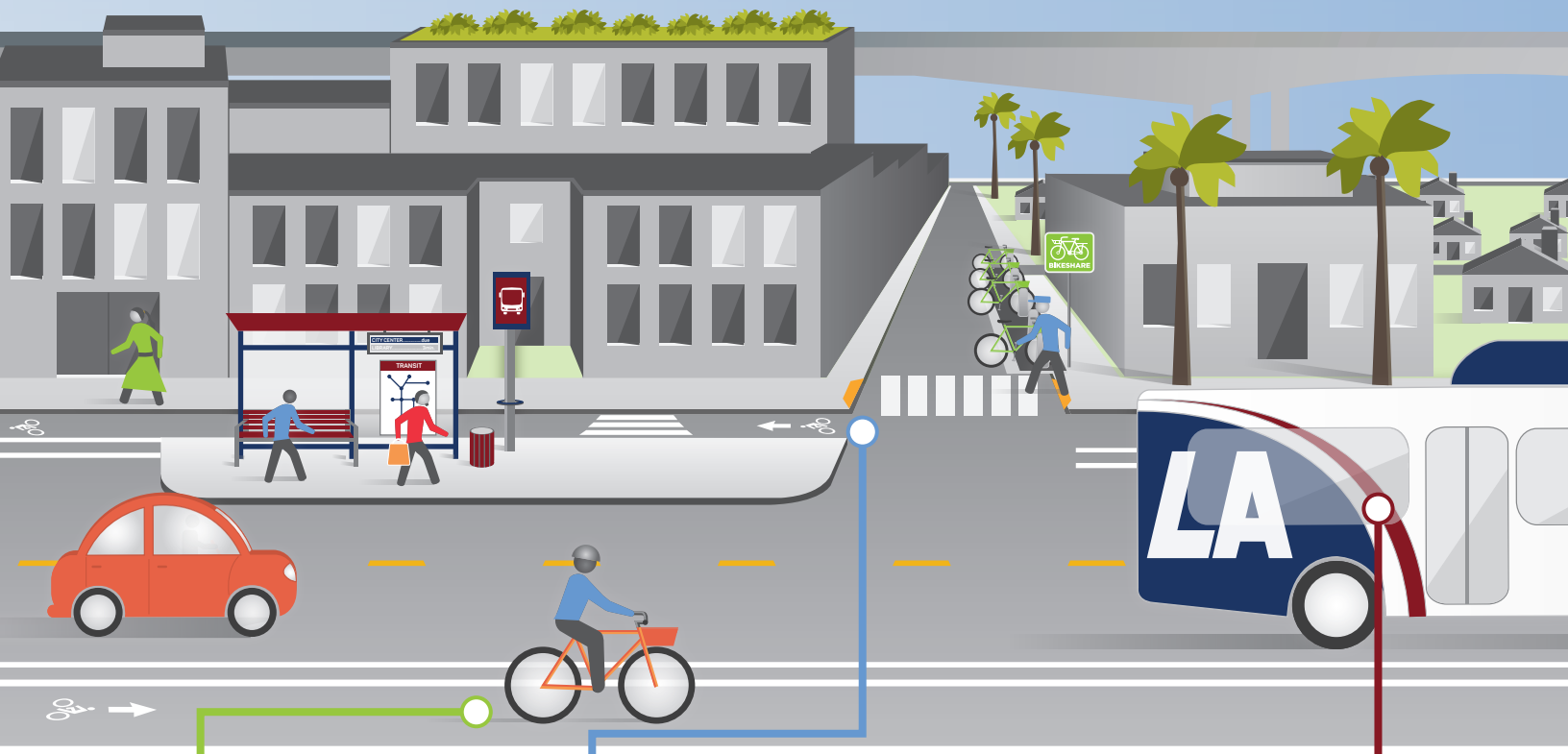
Innovative approaches. We experiment and try new methods to achieve our vision. We seek opportunities to use technology and information to make data-driven decisions. We embrace innovative mobility solutions that work for Los Angeles.

Reliability and accountability. We say what we mean, and we do what we say. We strive to deliver quality projects safely, on time, and on budget. We celebrate and communicate our successes. We are responsible stewards of public funds and resources.

Professional development and personal growth. We support each other. We constantly strive to improve. We value our colleagues and respect the need for balance. We focus on making work a fulfilling - not overwhelming - part of life.

2017 Mobility Snapshot

LADOT is committed to data-driven performance monitoring to ensure progress towards our goals. We will track and report on mobility metrics and operational metrics. Benchmarks in the Strategic Plan are internally assigned quantitative measures to track implementation. The Mobility Snapshot for 2017 includes examples of these types of measurements.

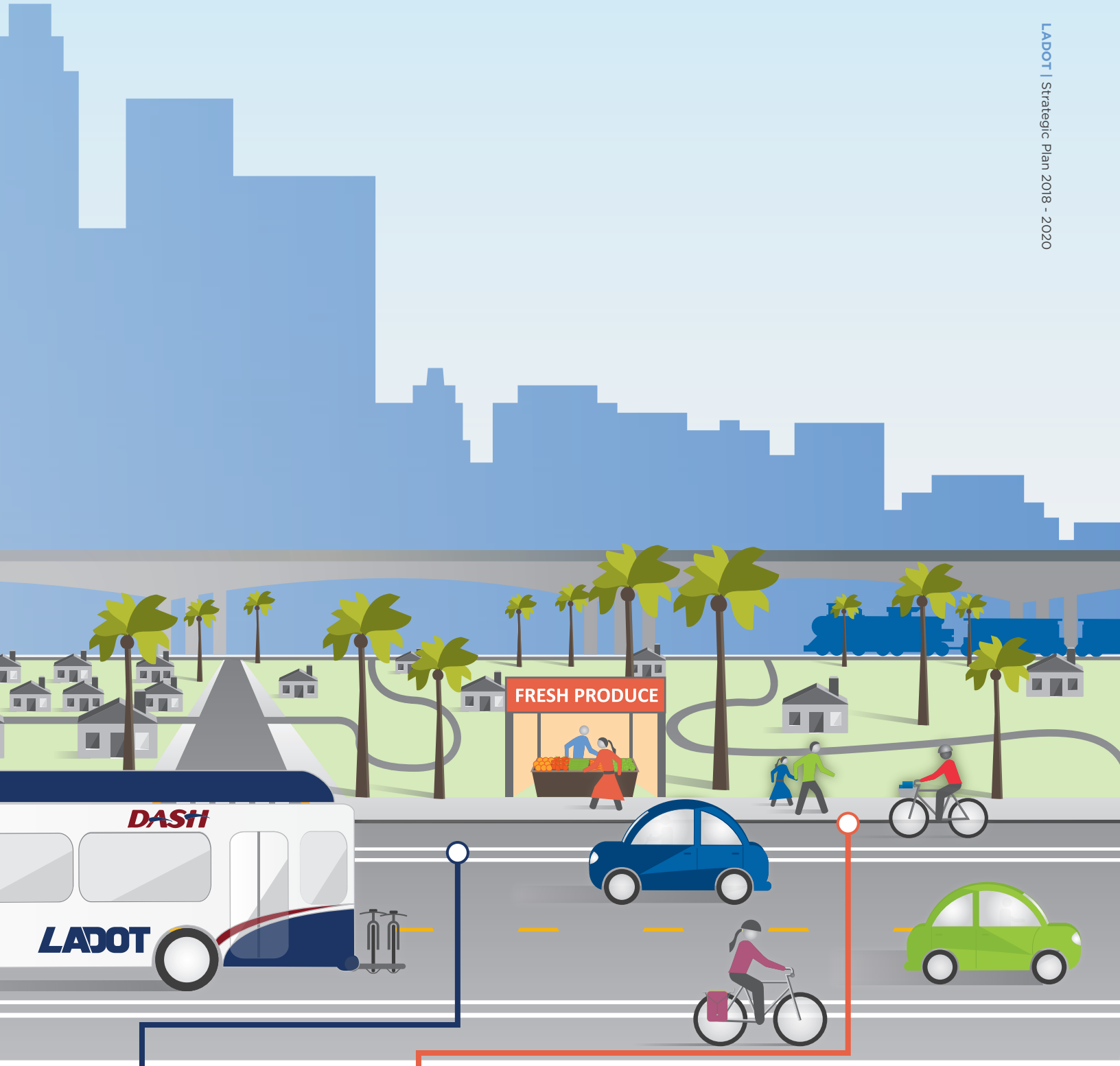


26
miles of bike infrastructure installed

236
intersections equipped with safety enhancements

37K
hours of traffic control provided on streets by traffic officers

22M
DASH and Commuter Express riders served



24
preferential parking districts established in residential neighborhoods

16K
responses to constituent requests from District Engineers

6
Open Streets events held in Los Angeles

260
people killed in traffic crashes

CHAPTER TWO

AN INNOVATIVE DEPARTMENT

To ensure LADOT continues to be an innovative department, we must invest in our people and our infrastructure.

LADOT is streamlining processes, modernizing our facilities and tools, and ensuring staff are trained on the latest technologies. We are committed to making LADOT a fulfilling and rewarding place to work in order to attract and retain the best talent. Together we will ensure LADOT remains a leader in shaping technology to achieve our core values while improving efficiency.

Technology shifts are changing the way we get around. Shared mobility and connected, electric, and autonomous vehicles are creating revolutionary shifts in how we travel now and how we might do so in the near future. LADOT's Transportation Technology Strategy is a roadmap for preparing for and shaping this automated future. By focusing on strategies and actions we can do now, we are building a solid data foundation, designing technology into projects, and creating partnerships to bring more autonomous and shared services to Los Angeles.

1. Recruit and train the next generation of talent

A well-run transportation department prioritizes hiring in understaffed areas and proactively plans for retirements. Building on current efforts, LADOT will attract and train a talented and diverse workforce.

A. Maximize job opportunities for Los Angeles' underemployed population through the Targeted Local Hiring Program. ●○○

B. Increase the volume of hiring to address critical staffing shortages and ensure a diverse workforce. ●●○

C. Prioritize new employee on-boarding and orientation. ●○○

D. Expand the LADOT buddy program to match new staff with senior staff and create a mentorship program. ●○○

E. Release a succession strategy to track and address retirements and train staff. ●○○

F. Track and address gender equity to meet the goals of the Gender Equity Action Plan Executive Directive. ●●○

SPOTLIGHT:

CODE THE CURB

Bringing technological solutions to Los Angeles.

Residents, business owners, and community-based organizations came together to form the Los Angeles Parking Reform Working Group, which identified opportunities to improve the parking experience in Los Angeles. Key to the recommendations was creating an inventory of public streets, including signs.

Code the Curb is a digital undertaking to inventory more than 1 million signs, curb paint, and other regulatory tools along the 7,500 miles of Los Angeles streets. When complete, the digital inventory will make parking regulations easier to understand and will help LADOT improve sign design and policy.

> "WE ARE PREPARING FOR CONNECTED AND AUTONOMOUS VEHICLES TO MAKE LOS ANGELES A TRULY SMART CITY."
>
> - Bill Shao, Project Delivery and Operations

2. Make LADOT a rewarding place to work

LADOT is committed to promoting an agency culture of inclusion, feedback, and professional development so that all employees have equal opportunity to grow in their careers. Our people are our biggest resource, and we depend on their ideas and innovation.

A. **Foster professional development by ensuring all employees have employee assessments and reviews (CLEAR).** ●○○

B. **Monitor employee engagement annually through the employee survey.** ●○○

C. **Provide career pathway training and continuous learning opportunities, such as lectures with industry experts and brown bag sessions.** ●○○

D. **Praise employee achievements via the Employee Recognition Program, Years of Service appreciation, and other events.** ●○○

E. **Create a culture of feedback by expanding the 360-degree review process to all supervising staff.** ●●○

F. **Develop and pilot a Leadership Training Academy for supervisors.** ●○○

G. **Establish a Risk Registry and a Safety and Worker's Comp action plan to prevent injury and illness in the workplace.** ●●○

3. Modernize facilities, technology, and tools to improve the efficiency of LADOT staff

Achieving the ambitious goals of this plan requires investing in the latest technology and tools to ensure the safety and effectiveness of LADOT staff. Modernizing our facilities and managing our assets will allow us to be more efficient and effective.

A. **Develop a facilities management plan to manage and modernize LADOT buildings.** ●●○

B. **Pilot new equipment and technologies for parking enforcement.** ●●○

C. **Create an internal budget tracking system.** ●●●

D. **Develop an asset management plan to monitor and manage the LADOT fleet and track capital assets.** ●●○

E. **Streamline and improve procurement and contracting processes.** ●●○

4. Prepare for an automated future

Rapid advances in automated vehicle technologies and connected infrastructure will soon change the mobility landscape. LADOT is at the forefront of managing these changes to harness innovative technologies to meet our vision and goals.

A. **Implement a citywide autonomous vehicle strategy.** ●●○

B. **Upgrade ATSAC with state-of-the-art signal technologies to create a next generation ATSAC 3.0.** ●●○

C. **Invest in lane markings that enhance effectiveness of lane departure warning and prevention systems.** ●●○

D. **Research an autonomous vehicle plan for the city transit fleet.** ●●●

5. Modernize parking

Parking is a valuable resource and an essential piece of our transportation system. LADOT will implement innovative new approaches to improve the efficiency of parking infrastructure, and ensure parking meters operate reliably.

A. **Retrofit an existing off-street parking facility with an automated payment system.** ●○○

B. **Implement the highest priority Parking Reform Work Group recommendations where fiscally feasible, including "Code the Curb" data collection of citywide on-street parking regulations, an "Early Bird" payment program, and a parking meter revenue local return program.** ●●●

C. **Improve coordination between street sweeping activities and parking enforcement.** ●●○

D. **Implement a pay-by-phone parking system and integration with vehicle communications infrastructure.** ●●○

SPOTLIGHT:

ATSAC

A smart network to keep Los Angeles flowing.

The Automated Traffic Surveillance and Control System (ATSAC) is the brain of the Los Angeles street network. Providing live data from 4,600 signalized intersections via approximately 650 closed circuit cameras at the busiest locations and 25,000 vehicle detectors, LADOT engineers use ATSAC to optimize traffic flow and reduce congestion.

Thanks to ATSAC, LADOT improves vehicle flow, reduces travel time by more than 10%, and increases speeds during peak commute. In addition to improving traffic flows, ATSAC provides valuable information on travel speeds and traffic volumes that are used for planning and project development.

CHAPTER THREE

A RESPONSIVE AND TRANSPARENT DEPARTMENT

Angelenos deserve excellent customer service.

LADOT is committed to organizational excellence in all that we do. To better serve our customers and the public, we will make it easy to understand and access government. A user experience working group will help us measure and monitor how we serve the people of Los Angeles every day.

We will use technology and uniform management procedures to speed up the time it takes for a project to go from idea to reality. Process improvements, particularly around emergency response, will also improve our resilience and responsiveness.

1. Speed project delivery

Building on current efforts, LADOT will focus on improving agency processes and procedures based on industry best practices. These systems will make it faster and more efficient to deliver timely projects and programs for Los Angeles.

A. **Integrate project management best practices into all project delivery, including construction coordination for interagency improvement projects.** ●●○

B. **Develop internal capacity for small civil engineering designs in complete streets projects, such as curb ramps and pedestrian refuge islands.** ●●○

C. **Identify and train new project managers.** ●○○

D. **Roll out a project management system throughout the agency with regular tracking linked to TranStat.** ●●●

E. **Improve the project delivery model and designate liaisons for environmental review, universal design, and accessibility.** ●●●

> "THE WORK I DO ENHANCES QUALITY OF LIFE AND SAFETY FOR RESIDENCE ON LOCAL STREETS."
>
> -Manuel Viramontes, Field Services

2. Improve external communication

LADOT values the experience and insight of Los Angeles residents, businesses, and visitors. We will improve our ability to quickly and effectively communicate and make it easier for the public to provide feedback to us.

A. **Develop agency-wide, project-based outreach process, including a standard outreach checklist as a requirement for the Department's project development process.** ●●●

B. **Modernize the LADOT and MyLADOT websites and launch a project dashboard for the public.** ●●○

C. **Implement an electronic plan review process for developments.** ●●●

3. Improve user experience through technology and data

Technology is rapidly changing and data tools are making it easier than ever to collaborate and innovate. LADOT aims to facilitate research, testing, and idea sharing by creating a space for the public and private sectors to learn together.

A. **Create better internal and external access to LADOT data, including ATSAC data.** ●●○

B. **Launch an urban mobility incubator to exchange ideas and test innovative projects.** ●●●

C. **Transition to the next generation TAP universal fare payment system for Los Angeles.** ●●●

> "LADOT HAS A DUTY TO DELIVER GOOD CUSTOMER SERVICE TO PEOPLE IN LOS ANGELES. IN MY WORK, THAT MEANS ENSURING THAT LADOT IS ABLE TO RESPOND APPROPRIATELY TO EMERGENCIES - INCLUDING SUDDEN AND SEVERE DISASTERS."
>
> -Monica Dove, Risk Manager

4. Use data-driven process improvements aligned with LADOT values

Improving internal operations will allow us to be more efficient, make progress towards our goals, and focus on the experience and quality of the services we provide.

A. **Improve the Strategic Plan dashboard to regularly track and report on implementation.** ●●○

B. **Complete a capital improvement plan for multi-year budgeting to direct resources where they are needed most.** ●●●

C. **Establish a project screening methodology and evaluation protocol that reflects the values of the Department, including safety and equity.** ●●○

D. **Develop and publish an annual work program.** ●●○

5. Improve resiliency during emergencies

Transportation systems are critical to ensuring health and safety during emergency events. LADOT is committed to preparing for these events by investing in backup systems, redundant communication systems, and protocols.

A. **Develop protocols for traffic officer deployment to manage traffic during signal outages.** ●●○

B. **Develop an ATSAC disaster and recovery plan, including a secondary ATSAC Center.** ●●○

C. **Improve the staff notification process with a system for mass delivery of emergency messaging.** ●○○

D. **Evaluate the resilience of LADOT communication networks.** ●●●

6. Improve customer service

We strive to treat every person with dignity and respect and make it easy for people to get around. LADOT will develop a customer-satisfaction metric so we can better measure and track how well our transportation system is serving customers.

A. Provide customer service training to staff. ●○○

B. Create a user experience working group to develop a customer-centered transportation happiness index. ●●○

C. Conduct a transportation needs assessment for women in Los Angeles. ●●○

SPOTLIGHT:

SPECIAL EVENTS MANAGEMENT

Getting people to (and around) where things are happening.

Los Angeles is home to one of the largest, most diverse, and vibrant populations in the world. Events, celebrations, parades, cultural programs, and marathons are a natural extension of this dynamism. On average, about 2,500 events are held on the streets of Los Angeles every year.

Whenever an active role is needed to manage special event traffic, LADOT's team of well-trained and hardworking traffic officers can be relied on to get people to, from, and around an event. For every special event permit issued, LADOT analyzes the potential for unusual traffic impacts and implements a plan to help minimize these impacts.

Slow down. Life is not a race.
WRDSMTH

CHAPTER FOUR

A SAFE AND HEALTHY CITY

Everyone in Los Angeles deserves safe streets.

Safety has always been a top priority for LADOT. Every 40 hours, someone in Los Angeles is killed in a traffic collision. In August 2015, Mayor Garcetti launched a citywide initiative to eliminate traffic fatalities in Los Angeles, called Vision Zero. Along with effective enforcement of safety-related traffic laws, LADOT uses innovative street designs, education, and outreach to make our streets safe for everyone.

A healthy city is one where our streets are safe, but also one where there are opportunities for active transportation, recreation, and play. As Los Angeles prepares to host the 2028 Olympic and Paralympic Games, we are working to ensure all Angelenos have access to parks and open space in order to make Los Angeles the healthiest city in the U.S.

1. Transform Los Angeles' transportation culture to prioritize health and safety

Fatal traffic collisions are not accidents; they can be prevented through a systematic approach to safe streets. LADOT is investing in a comprehensive education campaign to address top collision factors, such as speeding and insobriety, for the public and city staff.

A. **Continue the Vision Zero public safety education campaign that addresses top collision factors.** ●○○

B. **Develop a Vision Zero safety education training program for city staff.** ●○○

2. Design safe streets for all

Our streets must be safe for people traveling by all modes of transportation. Through Vision Zero, we are taking an equitable approach to prioritizing projects that protect our most vulnerable communities. Through innovative street design and community-based solutions, we are also targeting improvements for the most vulnerable users of our streets, such as children and older adults on foot.

A. **Install life-saving improvements on priority corridors and intersections along the High-Injury Network.** ●●○

B. **Improve safety near high-collision school zones in partnership with LA Unified School District, as part of Safe Routes to School.** ●●○

C. **Improve safety for seniors as part of the Mayor's Age-Friendly City Initiative.** ●●○

3. Use data-driven approaches to prioritize safety

The Vision Zero High-Injury Network uses a data-driven approach based on severity, vulnerability, and equity to determine corridors and intersections that should be prioritized for safety improvements. As we continue to make progress towards our goal, we will update the analysis to incorporate the latest data, new sources of data, and updated analysis methods.

A. **Annually update the Vision Zero Action Plan and High-Injury Network, including new data sources to improve understanding of collision trends and equity concerns.** ●○○

B. **Update all expired speed surveys on the High-Injury Network for speed enforcement and develop a plan for regular updates.** ●○○

C. **Use parking enforcement data to assess trends in safety violations and prioritize parking safety violations along and around the High-Injury Network.** ●●○

4. Pursue new policies to strengthen safety

Los Angeles is a national and statewide leader in using innovative approaches to improve safety. We will work with other cities in California and across the country to improve rules and regulations around traffic safety. Within our city, we will prioritize preparing traffic safety plans and providing staffing to ensure the safety of special events.

A. **Develop policies and procedures for prioritizing, managing, and staffing special events.** ●○○

B. **Study and prepare for the safety impacts of shared, autonomous, and electric vehicles.** ●●○

C. **Propose a legislative framework for automated speed enforcement and setting speed limits.** ●●●

SPOTLIGHT:

SAFE ROUTES TO SCHOOL

Creating safer streets for students that benefit entire neighborhoods.

Safe Routes to School (SRTS), uses engineering, education, and enforcement to ensure safe access to schools. Since 2011, the Los Angeles Unified School District (LAUSD) and LADOT have collaborated to make this strategy a success. Nothing provides a more visible example of the joint success of SRTS than the annual Walk to School Day in October. In 2017, 180 schools and 47,000 people participated in Walk to School Day, gaining national attention. Throughout the year, LADOT and LAUSD provide schools with "Keep Walking!" activity guides to help school communities organize events year round. For this work, Los Angeles received an award from the National Center for Safe Routes to School. Moving forward, SRTS will continue to be a key example of how LADOT brings together communities and partners to improve transportation conditions for all.

5. Make LA the healthiest city in the U.S.

Our streets are public spaces that connect us and connect our city. Providing a public realm that provides opportunities for social interactions, gathering places, and public art. Streets help celebrate the history and culture that makes Los Angeles unique. LADOT will seek opportunities to use our streets in different ways, including active recreation.

A. **Expand the Play Streets program to park-deficient neighborhoods citywide to increase physical activity on streets.** ●○○

B. **Continue to support CicLAvia and open streets events, particularly in underserved areas of the city.** ●○○

C. **Prioritize and improve mobility options to recreation centers, parks, the LA River Bike Path, and facilities associated with the International Olympic Committee-supported universal youth access to sports initiative.** ●●○

SPOTLIGHT:

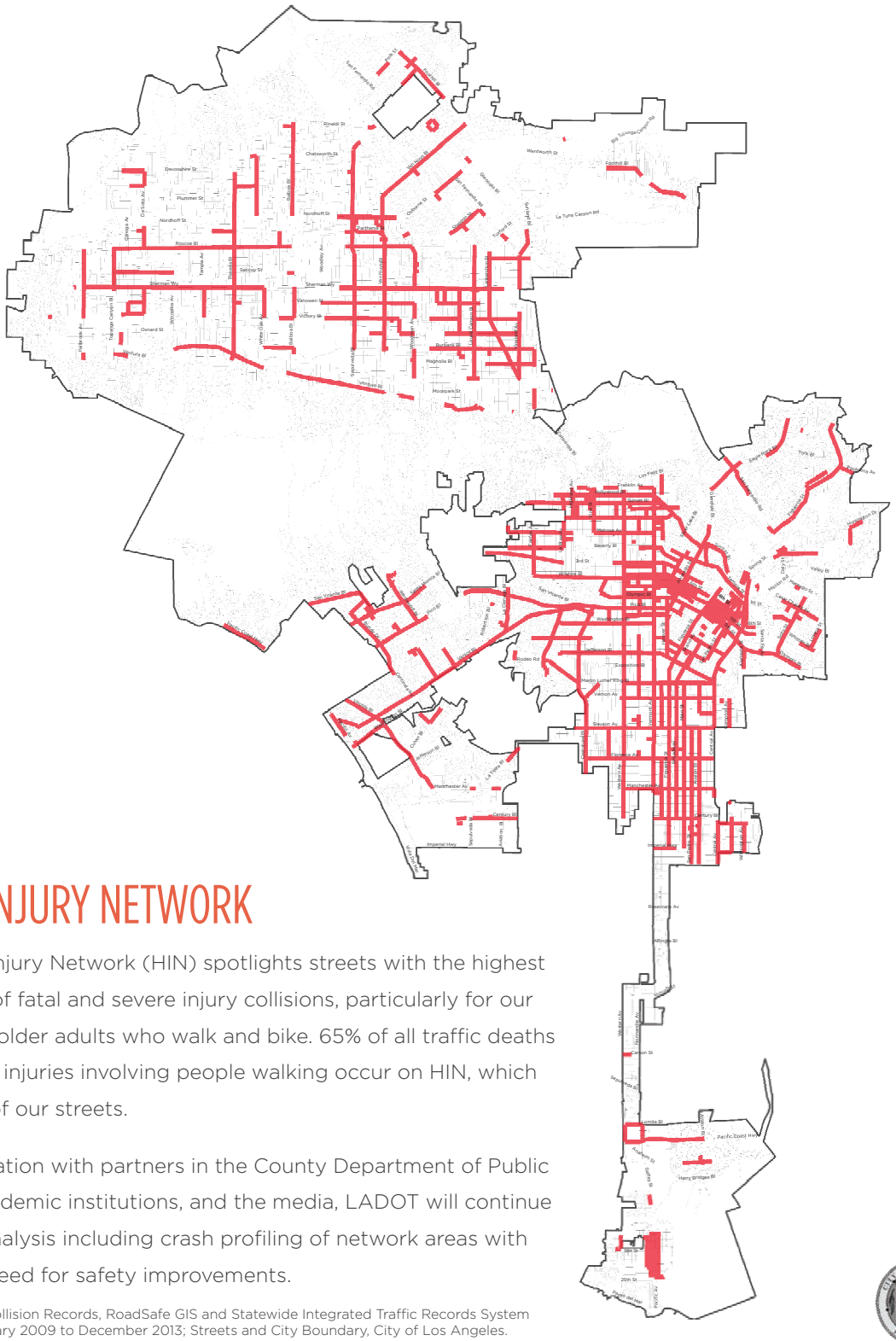
PLAY STREETS

Transforming their streets into places for play.

Play Streets transforms residential streets into playgrounds for all ages. LADOT started Play Streets in 2015, temporarily closing down streets in park-deficient neighborhoods and using the street space to create a park-like atmosphere. The program takes advantage of Los Angeles' greatest source of public space – streets – in order to transform them into a dynamic shared space for communities. Building equity through play, Play Streets provides a safe and sustainable space for all, brings together people that may not otherwise do so, and encourages safe behavior and physical activity.

VISION ZERO

LOS ANGELES | 2015-2025



HIGH-INJURY NETWORK

The High-Injury Network (HIN) spotlights streets with the highest incidence of fatal and severe injury collisions, particularly for our youth and older adults who walk and bike. 65% of all traffic deaths and severe injuries involving people walking occur on HIN, which is just 6% of our streets.

In collaboration with partners in the County Department of Public Health, academic institutions, and the media, LADOT will continue a robust analysis including crash profiling of network areas with the most need for safety improvements.

Data sources: Collision Records, RoadSafe GIS and Statewide Integrated Traffic Records System (SWITRS), January 2009 to December 2013; Streets and City Boundary, City of Los Angeles. August 2015

visionzero.lacity.org

CHAPTER FIVE

A LIVABLE AND SUSTAINABLE CITY

Great streets support our communities.

Transportation connects communities. LADOT is committed to achieving the goals of the Sustainable City pLAn, which seeks to invest in rail, bus lines, pedestrian and bike networks, and complete neighborhoods. LADOT is working with employers and developers to provide incentives for people to commute more sustainably, reduce the cost of getting around without a private car, and offer new opportunities for shared use mobility options, such as car share and bike share.

Photo: Mark Ralston, AFP/Getty Images

1. Manage demand on Los Angeles' streets

Transportation Demand Management (TDM) promotes shifting travel during peak times like rush hour or to reduce roadway travel. Reducing the number of cars – particularly those with only one person in them – on the road at the busiest times, reduces congestion, improves travel time reliability, and makes it easier for people to get around on all modes. LADOT and the Department of City Planning are revising the City's TDM Ordinance to incorporate emerging transportation technologies and better reflect shifting travel preferences.

A. **Update the citywide Transportation Demand Management (TDM) ordinance to be in compliance with current legislation.** ●○○

B. **Pilot partnerships with major employers to establish a Transportation Management Organization in Downtown and Warner Center.** ●○○

C. **Integrate TDM mitigation guidelines with monitoring procedures, and train staff.** ●●○

D. **Develop a program to subsidize late-night transportation for low-income workers.** ●●●

SPOTLIGHT:

BLUE LA CAR SHARE

Providing sustainable options through equity.

With the Mayor's office, LADOT will launch the Blue LA car share program, one of the largest electric vehicle car share programs for disadvantaged communities in the country. Blue LA will bring 200 EV chargers and 100 cars to 40 pilot locations in Westlake, Pico Union, neighborhoods north of the University of Southern California, portions of downtown, Hollywood, and Koreatown. By providing a new mobility option, the program helps address greenhouse gas emissions, public health, and economic development in underserved communities.

Equity was at the forefront in developing this program. A steering committee made up of community-based organizations provided input on pricing, outreach, and local hiring. The program will also offer personalized customer service to participants to reduce any barriers. Discounts to entry are available for low-income users, and the program provides equitable access to environmentally-friendly cars without the need to worry about insurance, maintenance, or gas costs.

2. Improve the sustainability of the transportation system

The Sustainable City pLAn is a roadmap to a Los Angeles that is environmentally healthy, economically prosperous, and equitable in opportunity for all. The transportation sector is one of the largest contributors of greenhouse gas emissions in Los Angeles. As such, LADOT is reducing emissions from our transit fleet and encouraging reduced vehicle miles traveled and vehicle emissions.

A. **As part of the City's One Water Initiative, incorporate green stormwater infrastructure and biodiversity into capital projects.** ●●○

B. **Transition the procurement of DASH and City Ride fleet to zero-emission vehicles.** ●○○

C. **Begin transition of the LADOT fleet, such as parking enforcement vehicles, to zero-emission vehicles.** ●●○

D. **Install electric vehicle charging stations and convert all lights to LED in LADOT-owned off-street facilities and park-and-ride lots.** ●○○

E. **Begin transition of the taxi fleet to zero-emission vehicles.** ●●●

> "WITH IMPROVED DATA-DRIVE DECISION MAKING, WE CAN IMPROVE USER EXPERIENCE AND PROVIDE GREAT TRANSPORTATION CHOICES."
>
> -Corrine Ralph, Transit Services

3. Create a seamlessly integrated multimodal system

Mobility as a Service is a term used to describe a transportation system that shifts away from personally-owned modes of transportation and towards mobility solutions that are consumed as a service. This model puts customers and users of the transportation system at the core of decisions about services, offering them tailor-made mobility solutions based on their individual needs. This is a key recommendation of the LADOT Transportation Technology Strategy.

A. **Develop a shared mobility action plan.** ●●○

B. **Establish guidelines and procedures for procuring and implementing innovative pilot projects.** ●●○

C. **Evaluate and expand the BlueLA car share program based on an equity approach.** ●●○

D. **Expand bike share to Hollywood, Koreatown, and other neighborhoods based on a data-driven, equitable approach.** ●●○

E. **Define and pilot the mobility hub concept.** ●●●

F. **Create a common data platform to expand data-sharing with public agencies and private providers, such as taxis.** ●●●

4. Expand the transit network

LADOT's DASH provides frequent, inexpensive, and convenient bus service in downtown Los Angeles and in 27 neighborhoods all across the City. Each route serves travel within that neighborhood and connects to other regional transit services such as Metro Rapid and local routes, Metrolink, and Metro rail lines. LADOT also plays a key role in supporting the build-out of major Metro transit projects.

A. Build an LADOT bus operations and maintenance facility with renewable energy capabilities. ●○○

B. Improve DASH routes, schedules, and service as recommended in the Transit Services Analysis, prioritizing underserved neighborhoods. ●●○

C. Pilot public-private models for on-demand, electric microtransit. ●●●

D. Continue to support the on-time and on-budget delivery of Metro Measure R and Measure M major transit projects. ●●●

SPOTLIGHT:

DASH EXPANSION

Convenient neighborhood-level transit services.

DASH service provides access to reliable and affordable transit service, connecting riders within neighborhoods and to regional services like Metro and Metrolink. Over the years, DASH has expanded to serve 32 different routes, including recent additions to Griffith Observatory. As DASH offerings expanded, affordability remains constant, with all trips costing less than $1.

Not only does DASH reach more places than ever before, but LADOT is committed to a sustainable vehicle fleet. Since 1998, all newly purchased transit vehicles (a total of 359) are low-emission, providing comfortable travel that exemplifies LADOT's commitment to emissions reductions.

5. Increase the availability and efficiency of parking

Demand-based parking pricing better matches the availability of parking spaces to demand. When demand for parking is low, rates are low. When demand is high, rates should match. Managing parking efficiency increases the availability of parking spaces, reduces congestion, reduces vehicle emissions, and improves livability.

A. **Develop a program to manage high-demand commercial loading zones.** ●○○

B. **Implement disabled placard recommendations from Accessible Parking Policy Advisory Committee.** ●●○

C. **Expand the legible parking sign pilot program citywide.** ●●○

D. **Expand demand-based parking pricing - such as LA Express Park - at LADOT-owned and managed facilities and at special events.** ●●○

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

"BIKE SHARE MAKES SHORT TRIPS DOABLE WITHOUT NECESSARILY HAVING TO OWN A BICYCLE. IT PROVIDES USERS ANOTHER MOBILITY OPTION WITH 24/7 ACCESSIBILITY."

-Jose Elias, Mobility Management

6. Expand the bicycle network

We will continue to fill key gaps in the bicycle network. LADOT will increase bicycle connectivity by focusing on bike infrastructure around transit stations, schools, and other high-demand areas, such as the LA River.

A. **Improve bicycle network connectivity in high-value locations, such as first- and last-mile connections to transit and gaps in the network.** ●●○

B. **Build crossings of the LA River Bike Path in the Valley.** ●●○

C. **Initiate plan to improve access to the LA River from Downtown.** ●●○

D. **Establish low-stress neighborhood greenways to increase access to destinations and transit services.** ●●●

7. Strengthen LADOT's role in reducing homelessness

LADOT will continue to play an active role in supporting the City's Comprehensive Homelessness Strategy. We are managing street operations in communities every day. The Department is part of a "No Wrong Door" approach to facilitate homeless residents' access to housing services through any City agency.

A. **Develop a community service program for homeless individuals with unpaid parking tickets.** ●○○

B. **Provide trip reduction credits for affordable and supportive housing projects in the transportation impact study guidelines.** ●○○

C. **Equip and train traffic officers and field crews who interact with homeless residents with No Wrong Door materials.** ●○○

8. Create great places through LADOT projects

Streets are our largest public asset and our most visible way to shape the built environment. LADOT will continue to thoughtfully seek opportunities to bring art and culture to our projects through our partnership with the Department of Cultural Affairs. We will continue to engage with communities to ensure art, design, and landscaping are culturally appropriate, reinforce community identity, and support economic development for small businesses.

A. **Incorporate the Great Streets holistic approach and community-based process into projects, particularly in underserved neighborhoods.** ●○○

B. **Design and build Great Streets Challenge projects.** ●●●

C. **Promote placemaking through the LADOT Artist-in-Residence program.** ●○○

D. **Train staff on placemaking best practices for capital and street reconfiguration projects.** ●○○

SPOTLIGHT:

GREAT STREETS INITIATIVE

Transforming streets into vibrant public spaces.

In June of 2014, Mayor Eric Garcetti announced the Great Streets Initiative, aimed at holistically investing in streets as public spaces. LADOT serves as the leading agency, charged with implementing safety and mobility projects on Great Street corridors. Early wins include parking protected bike lanes on Reseda Boulevard, Van Nuys Boulevard, and Venice Boulevard, the city's largest scramble crosswalk at Hollywood and Highland, and dedicated funding towards two rounds of the City's first community-based planning grant program: the Great Streets Challenge grant. As part of the Great Streets Initiative, LADOT also launched the city's Play Streets program and expanded the open streets program.

LADOT will continue to champion Great Streets improvements and embrace a community-based design process of projects throughout the City.

Tracking Progress

GOAL: AN INNOVATIVE DEPARTMENT

STRATEGY	BENCHMARK	IMPLEMENTATION DIFFICULTY	INTEGRITY, HONESTY, AND RESPECT	PROBLEM-SOLVING ATTITUDE	INNOVATIVE APPROACHES	RELIABILITY AND ACCOUNTABILITY	PROFESSIONAL DEVELOPMENT AND PERSONAL GROWTH
1. Recruit and train the next generation of talent	A. Maximize job opportunites for Los Angeles' underemployed population through the Targeted Local Hiring Program.	Low	✓			✓	✓
	B. Increase the volume of hiring to address critical staffing shortages and ensure a diverse workforce.	Medium	✓			✓	
	C. Prioritize employee on-boarding and orientation.	Low	✓				✓
	D. Expand the LADOT buddy program to match new staff with senior staff and create a mentorship program.	Low		✓			✓
	E. Release a succession strategy to track and address retirements and train staff.	Low	✓	✓			✓
	F. Track and address gender parity to meet the goals of the Gender Equity Action Plan Executive Directive.	Medium			✓		✓
2. Make LADOT a rewarding place to work	A. Foster professional development by ensuring all employees have assessments and reviews (CLEAR).	Low				✓	✓
	B. Monitor employee engagement annually through the employee survey.	Low				✓	✓
	C. Provide career pathway training and continuous learning opportunities, such as through lectures with industry experts and brownbags.	Low				✓	✓
	D. Praise employee achievements via the Employee Recognition Program, Years of Service appreciation, and other events.	Low	✓				✓
	E. Create a culture of feedback and expand the 360-degree performance review to all senior supervisors.	Medium	✓			✓	✓
	F. Develop and pilot a Leadership Training Academy for supervisors.	Low				✓	✓
	G. Establish a Risk Registry and a Safety and Worker's Comp action plan to prevent injury and illness in the workplace.	Medium	✓			✓	

STRATEGY	BENCHMARK	IMPLEMENTATION DIFFICULTY	INTEGRITY, HONESTY, AND RESPECT	PROBLEM-SOLVING ATTITUDE	INNOVATIVE APPROACHES	RELIABILITY AND ACCOUNTABILITY	PROFESSIONAL DEVELOPMENT AND PERSONAL GROWTH
3. Modernize facilities, technology, and tools to improve the efficiency of LADOT staff	A. Develop a facilities management plan to manage and modernize LADOT buildings.	Medium			✓	✓	
	B. Pilot new equipment and technologies for parking enforcement.	Medium			✓	✓	
	C. Create an internal budget tracking system.	High				✓	
	D. Develop an asset management plan to monitor and manage the LADOT fleet and track capital assets.	Medium				✓	
	E. Streamline and improve procurement and contracting processes.	Medium				✓	
4. Prepare for an automated future	A. Implement a citywide autonomous vehicle strategy.	High			✓		
	B. Upgrade ATSAC with state-of-the-art signal technologies to create next generation ATSAC 3.0.	Medium		✓	✓		
	C. Invest in lane markings that enhance effectiveness of lane departure warning and prevention systems.	Medium		✓	✓		
	D. Research an autonomous vehicle transition plan for the city transit fleet.	High		✓	✓		
5. Modernize parking	A. Retrofit an existing off-street parking facility with an automated payment system.	Low		✓	✓		
	B. Implement the highest priority Parking Reform Work Group recommendations where fiscally feasible. including "Code the Curb" data collection of citywide on-street parking regulations, an "Early Bird" payment program, and a parking meter local revenue program	High		✓	✓		
	C. Improve coordination between street sweeping activities and parking enforcement.	Medium		✓	✓		
	D. Implement a pay-by-phone system and integration with vehicle communications infrastructure.	Medium		✓	✓		

GOAL: A RESPONSIVE AND TRANSPARENT DEPARTMENT

STRATEGY	BENCHMARK	IMPLEMENTATION DIFFICULTY	INTEGRITY, HONESTY, AND RESPECT	PROBLEM-SOLVING ATTITUDE	INNOVATIVE APPROACHES	RELIABILITY AND ACCOUNTABILITY	PROFESSIONAL DEVELOPMENT AND PERSONAL GROWTH
1. Speed project delivery	A. Integrate project management best practices into all project delivery, in cluding construction coordination for interagency improvement projects.	Medium		✓	✓	✓	✓
	B. Develop internal capacity for small civil engineering designs in complete streets projects, such as curb ramps and refuge islands.	Medium		✓	✓		✓
	C. Identify and train new project managers.	Low		✓	✓		
	D. Roll out a project management system throughout the agency with regular tracking linked to TranStat.	High				✓	✓
	E. Improve the project delivery model and designate liaisons for environmental review, universal design, and accessibility.	High			✓	✓	✓
2. Improve external communication	A. Develop agency-wide, project-based outreach process, including a standard outreach checklist as a requirement for the Department's project development process.	High		✓	✓	✓	
	B. Modernize the LADOT and MyLADOT websites and launch a project dashboard for the public.	Medium				✓	
	C. Implement an electronic plan review process for developments.	High				✓	
3. Improve user experience through technology and data	A. Create better internal and external access to LADOT data, including ATSAC data.	Medium			✓	✓	
	B. Launch an urban mobility incubator to exchange ideas and test innovative projects.	High			✓	✓	
	C. Transition to the next generation TAP universal fare payment system for Los Angeles.	High		✓	✓	✓	

STRATEGY	BENCHMARK	IMPLEMENTATION DIFFICULTY	INTEGRITY, HONESTY, AND RESPECT	PROBLEM-SOLVING ATTITUDE	INNOVATIVE APPROACHES	RELIABILITY AND ACCOUNTABILITY	PROFESSIONAL DEVELOPMENT AND PERSONAL GROWTH
4. Use data-driven process improvements aligned with LADOT values	A. Improve the Strategic Plan dashboard to regularly track and report on implementation.	Medium				✓	
	B. Complete a capital improvement plan for multi-year budgeting to direct resources where they are needed most.	High				✓	
	C. Establish a project screening methodology and evaluation protocol that reflects the values of the Department, including safety and equity.	Medium				✓	
	D. Develop and publish an annual work program.	Medium				✓	
5. Improve resiliency during emergencies	A. Develop protocols for traffic officer deployment to manage traffic during signal outages.	Medium				✓	✓
	B. Develop an ATSAC disaster and recovery plan, including a secondary ATSAC Center.	Medium			✓		
	C. Improve the staff notification process with a system for mass delivery of emergency messaging.	Low				✓	✓
	D. Evaluate the resilience of LADOT communication networks.	High				✓	✓
6. Improve customer service	A. Provide customer service training to staff.	Low		✓			✓
	B. Create a user experience working group to develop a customer-centered transportation happiness index.	Low	✓	✓	✓		
	C. Conduct a transportation needs assessment for women in Los Angeles.	Medium	✓	✓	✓		

GOAL: A SAFE AND HEALTHY CITY

STRATEGY	BENCHMARK	IMPLEMENTATION DIFFICULTY	INTEGRITY, HONESTY, AND RESPECT	PROBLEM-SOLVING ATTITUDE	INNOVATIVE APPROACHES	RELIABILITY AND ACCOUNTABILITY	PROFESSIONAL DEVELOPMENT AND PERSONAL GROWTH
1. Transform Los Angeles' transportation culture to prioritize heath and safety	A. Continue the Vision Zero public safety education campaign that addresses top collision factors.	Low	✓				
	B. Develop a Vision Zero safety education training program for city staff.	Low	✓				
2. Design safe streets for all	A. Install life-saving improvements on priority corridors and intersections along the High-Injury Network.	Medium	✓	✓			
	B. Improve safety near high-collision school zones in partnership with LA Unified School District, as part of Safe Routes to School.	Medium	✓	✓	✓		
	C. Improve safety for seniors as part of the Mayor's Age-Friendly City Initiative.	Medium	✓	✓	✓		
3. Use data-driven approaches to prioritize safety	A. Annually update the Vision Zero Action Plan and High-Injury Network, including new data sources to improve understanding of collision trends and equity concerns.	Low	✓	✓			
	B. Update all expired speed surveys on the High-Injury Network for speed enforcement and develop a plan for regular updates.	Low	✓				
	C. Use parking enforcement data to assess trends in safety violations and prioritize parking safety violations along and around the High-Injury Network.	Medium	✓				
4. Pursue new policies to strengthen safety	A. Develop policies and procedures for prioritizing, managing, and staffing special events.	Low	✓	✓			
	B. Study and prepare for the safety impacts of shared, autonomous, and electric vehicles.	Medium	✓				
	C. Propose a legislative framework for automated speed enforcement and setting speed limits.	High	✓				

STRATEGY	BENCHMARK	IMPLEMENTATION DIFFICULTY	INTEGRITY, HONESTY, AND RESPECT	PROBLEM-SOLVING ATTITUDE	INNOVATIVE APPROACHES	RELIABILITY AND ACCOUNTABILITY	PROFESSIONAL DEVELOPMENT AND PERSONAL GROWTH
5. Make LA the healthiest city in the U.S.	A. Expand the Play Streets program to park-poor neighborhoods citywide to increase physical activity on streets.	Low	✓	✓			
	B. Continue to support CicLAvia and open streets events, particularly in underserved areas of the city.	Low	✓	✓			
	C. Prioritize and improve mobility options to recreation centers, parks, the LA River Bike Path, and facilities associated with the International Olympic Committee-supported universal youth access to sports initiative.	Medium	✓	✓	✓		

GOAL: A LIVABLE AND SUSTAINABLE CITY

STRATEGY	BENCHMARK	IMPLEMENTATION DIFFICULTY	INTEGRITY, HONESTY, AND RESPECT	PROBLEM-SOLVING ATTITUDE	INNOVATIVE APPROACHES	RELIABILITY AND ACCOUNTABILITY	PROFESSIONAL DEVELOPMENT AND PERSONAL GROWTH
1. Manage demand on Los Angeles' streets	A. Update the citywide Transportation Demand Management (TDM) ordinance to be in compliance with current legislation.	Low			✓	✓	
	B. Pilot partnerships with major employers to establish a Transportation Management Organization in Downtown and Warner Center.	Low			✓	✓	
	C. Integrate TDM mitigation guidelines with monitoring procedures, and train staff.	Medium			✓	✓	
	D. Develop a program to subsidize late-night transportation for low-income workers.	High	✓	✓	✓	✓	
2. Improve the sustainability of the transportation system	A. As part of the City's One Water Initiative, incorporate green stormwater infrastructure and biodiversity into capital projects.	Medium	✓			✓	
	B. Transition the procurement of DASH and City Ride fleet to zero-emission vehicles.	Low	✓			✓	
	C. Begin transition of the LADOT fleet, such as parking enforcement vehicles, to zero-emission vehicles.	Medium				✓	
	D. Install electric vehicle charging stations and convert all lights to LED in LADOT-owned off-street facilities and park-and-ride lots.	Low				✓	
	E. Begin transition of the taxi fleet to zero-emission vehicles.	High				✓	
3. Create a seamlessly integrated multimodal system	A. Develop a shared mobility action plan.	Medium		✓	✓	✓	
	B. Establish guidelines and procedures for procuring and implementing innovative pilot projects.	Medium				✓	

STRATEGY	BENCHMARK	IMPLEMENTATION DIFFICULTY	INTEGRITY, HONESTY, AND RESPECT	PROBLEM-SOLVING ATTITUDE	INNOVATIVE APPROACHES	RELIABILITY AND ACCOUNTABILITY	PROFESSIONAL DEVELOPMENT AND PERSONAL GROWTH
	C. Evaluate and expand the BlueLA car share program based on an equity approach.	Medium		✓	✓	✓	
	D. Expand bikeshare to Hollywood, Koreatown, and other neighborhoods based on a data-driven, equitable approach.	Medium		✓	✓	✓	
	E. Define and pilot the mobility hub concept.	High		✓	✓		
	F. Create a common data platform to expand data-sharing with public agencies and private providers, such as taxis.	High		✓			
4. Expand the transit network	A. Build an LADOT bus operations and maintenance facility with renewable energy capabilities.	Low		✓		✓	
	B. Improve DASH routes, schedules, and service as recommended in the Transit Services Analysis, prioritizing underserved neighborhoods.	Medium		✓	✓	✓	
	C. Pilot public-private models for on-demand, electric microtransit.	High		✓	✓	✓	
	D. Continue to support the on-time and on-budget delivery of Metro Measure R and Measure M major transit projects.	High				✓	
5. Increase the availability and efficiency of parking	A. Develop a program to manage high-demand commercial loading zones.	Low			✓		
	B. Implement disabled placard recommendations from Accessible Parking Policy Advisory Committee.	Medium			✓		
	C. Expand the legible parking sign pilot program citywide.	Medium			✓		
	D. Expand demand-based parking pricing - such as LA Express Park - at LADOT-owned and managed facilities and at special events.	Medium			✓	✓	
	E. Facilitate the shared use of privately-owned off-street parking facilities.	High			✓	✓	

STRATEGY	BENCHMARK	IMPLEMENTATION DIFFICULTY	INTEGRITY, HONESTY, AND RESPECT	PROBLEM-SOLVING ATTITUDE	INNOVATIVE APPROACHES	RELIABILITY AND ACCOUNTABILITY	PROFESSIONAL DEVELOPMENT AND PERSONAL GROWTH
6. Expand the bicycle network	A. Improve bicycle network connectivity in high-value locations, such as first- and last-mile connections to transit, downtown, and to address gaps in the network.	Medium	✓	✓	✓	✓	
	B. Build crossings of the LA River Bike Path in the Valley.	Medium	✓	✓	✓	✓	
	C. Initiate plan to improve access to the LA River from Downtown.	Medium	✓	✓	✓	✓	
	D. Establish low-stress neighborhood greenways to increase access to destinations and transit services.	High	✓	✓	✓	✓	
7. Strengthen LADOT's role in reducing homelessness	A. Develop a community service program for homeless individuals with unpaid parking tickets.	Low		✓			
	B. Provide trip reduction credits for affordable and supportive housing projects in the transportation impact study guidelines.	Low		✓			
	C. Equip and train traffic officers and field crews who interact with homeless residents with No Wrong Door materials.	Low		✓			
8. Create great places through LADOT projects	A. Incorporate the Great Streets holistic approach and community-based process into projects, particularly in underserved neighborhoods.	Low		✓	✓		
	B. Design and build Great Streets Challenge projects.	High	✓		✓		
	C. Promote placemaking through the LADOT Artist-in-Residence program.	Low		✓	✓		
	D. Train staff on placemaking best practices for capital and street reconfiguration projects.	Low		✓	✓		

SPORTS BAR
Mountain View

ACKNOWLEDGEMENTS

Mayor Eric Garcetti

Los Angeles City Council

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Curren D. Price, Jr., Ninth District

Mike Bonin, Eleventh District

Mitch O'Farrell, Thirteenth District

José Huizar, Fourteenth District

Joe Buscaino, Fifteenth District

Seleta Reynolds, General Manager for the Department of Transportation

Strategic Plan Management

Bridget Smith, Chief of Staff and Project Director

Lilly O'Brien, Project Manager

Sydia Reese, Senior Management Analyst II

Office of Mayor Eric Garcetti

Barbara Romero

Carol Armstrong

Borja Leon

Diego de la Garza

Daniel Rodman

Daniel Caroselli

Lidia Manzanares

Emmett McOsker

Michael Affeldt

Jeanalee Obergfell

Michael Samulon

Zachia Nazarzai

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Jazmin Ortega

Dr. Sheila Tejada

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Boris Gorbis

Communications Support

Patricia Restrepo, Interim Director of Communications

Medgar Parrish, Photography

Working Group Members

LaTonya Allen

Reginald Allen

Nader Asmar

Tina Backstrom

Bhuvan Bajaj

Lamar Barbre

Angela Berumen

Toni Bowie

Monique Browne

Maurice Camacho

Tomas Carranza

Pauline Chan

Vincent Chan

George Chen

Sue Chen

Jennifer Cohen

Tim Conger

Martha D'Andrea

Jenny Day

Andrea DeBose

Kari Derderian

Monica Dove

Monique Earl

Linda Evans

Devon Farfan

Adan Felix

Lisa Figueroa

Tim Fremaux

Nat Gale

Brian Gallagher

Bruce Gillman

Crisanta Gonzalez

Brian Hale

Richard Harada

Michael Hunt

Ken Husting

Regina Ivery

Vince Jackson

Myndah Jennings

Jay Kim

Brian Kolacinski

John Koo

Brian Lee

Chun Leung

Kerry Lum

Karina Macias

Gaynelle McPherson

Daniel Mitchell,

Sedrick Moore

Wendell Morales

Jarvis Murray

Freddie Nuno

Medgar Parrish

Mony Patel

Kaylinn Pell

Marcel Porras

Corinne Ralph

Richard Rea

Patricia Restrepo

Carlos Rios

Beverly Samuel

Lupe Sandoval

Jasmin San Luis

Greg Savelli

Bill Shao

Jeannie Shen

Michael Shimokochi

RC Smith

David Somers

Randy Tanijiri

Iral Turner

LaTisha Vargas

John Varghese

Sylvia Vasquez

Tom Villarreal

Manny Viramontes

Brandon Wilson

Edward Yu

Shirley Zamora

LADOT

LOS ANGELES DEPARTMENT OF TRANSPORTATION