

CITY OF LOS ANGELES
INTERDEPARTMENTAL CORRESPONDENCE

Date: July 14, 2020

To: The Honorable Nury Martinez, President
Los Angeles City Council

c/o Holly L. Wolcott
City Clerk
City Hall Room 360

From: Gary Lee Moore, City Engineer
Bureau of Engineering

Gary Lee Moore
Electronically signed by 21886 on 07/14/2020 at 9:15:45 PM

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Norma Isahakian, Executive Director *Norma Isahakian*
Bureau of Street Lighting

Subject: **RESEDA BOULEVARD, COMPLETE STREETS PROGRAM REPORT
BACK, COUNCIL FILE 17-0950**

RECOMMENDATION

That the Council, RECEIVE AND FILE a status report on:

1. The Standardized Complete Streets Program (CSP) project development process; and
2. The Reseda Boulevard Complete Streets project, including project elements provided through other City forces.

BACKGROUND

The Complete Streets Program first round of six (6) projects were developed recognizing that standard project development procedures, including field analysis, parking analysis, traffic analysis, pre-design, and additional community engagement would have to be performed concurrently and could ultimately result in refined scopes. Pursuant to prior

Council actions, the Bureau of Engineering (BOE), the Department of Transportation (LADOT), and the Bureau of Street Services (StreetsLA), along with the program oversight body composed of interested City stakeholders, worked together on the development of the Reseda Boulevard project, which improves 2.9 miles of the corridor, between Parthenia Street and Victory Boulevard (Attachment A).

On January 15, 2020, City Council adopted the budget for the Reseda Boulevard project under the Street Reconstruction/Vision Zero Program, presently referred to as the Complete Streets Program (CF 17-0950). The adopted B&F Corrected Committee Report approves the Alternative No. 1 – Full Additional Scope and Budget for the Reseda Boulevard Complete Streets project, and includes two recommendations for a report back that are addressed in this report:

- B&F Recommendation No. 5 (b) – Direct the BOE to report with recommendations on a standardized project development process, including a Complete Streets checklist and community engagement guidelines.
- B&F Recommendation No. 6 – Instruct the BOE, LADOT, and StreetsLA to develop and present a revised budget for the Reseda Boulevard Complete Streets project, including options for providing elements through other programs.

Pursuant to these instructions, BOE, LADOT and StreetsLA along with the program oversight body, have worked together to prepare this report back, for your consideration.

Standardized Project Development Process

As mentioned above, the Council approved the Complete Streets Project Checklist, which has been used as work has progressed on projects. CSP projects must, at a minimum, achieve good pavement condition, incorporate safety improvements based on a Road Safety Assessment¹, repair severely damaged sidewalks and, where applicable, construct green infrastructure elements. The Base Complete Street project scope elements identified in Table A on Attachment B are prioritized for implementation using programmed funding.

Recognizing that street reconstruction is a major capital effort, there is a significant opportunity to leverage resources to cost-effectively address other much-needed infrastructure elements. Therefore, CSP advanced-planning and pre-design project phases identify elements consistent with individual corridors' Mobility 2035 Network Concept designations of Neighborhood Enhanced Network, Bicycle Enhanced Network, Transit Enhanced Network, and Vehicle Enhanced Network, and the corresponding features included in the Complete Streets Design Guide. Implementation of supplemental project scopes can occur at the same time as the Complete Streets project elements if additional funding is identified or can occur as part of subsequent project phases. Additional funding sources could include, but are not limited to, existing citywide program

[1] Road Safety Assessment is distinguishable from a formal Road Safety Audit as prescribed by FHWA guidelines. The Road Safety Assessment format to be used for the CSP pre-designs follow LADOT standard practices and procedures.

resources, improvements related to right-of-way permit approvals, and grant funding. Through this integrated planning process, the CSP will focus on effectively utilizing existing work forces and resources while also laying a foundation for the future.

As the CSP progresses to the next set of streets, a formal planning and pre-design phase will allow for a comprehensive and holistic approach between the various public and private entities that operate in the public right-of-way and provide for more robust community engagement. As described above, the program will evaluate multi-modal accessibility, green street infrastructure, multi-modal travel demands and connectivity, supplementary funding sources and grant opportunities, integration with the City's Urban Forest Master Plan, and other Complete Street strategies in reference to the City's Complete Street Design Guide and the designated networks for mobility enhancements.

Community Engagement Guidelines

General community engagement guidelines for the CSP will be used as a framework for development of project-specific outreach during the design and construction phases of each Complete Streets project (Attachment C). Implementation of this effort will involve BOE, LADOT, and/or community engagement specialists. The guidelines provide means and methods to outreach to locally impacted constituents as well as to citywide audiences, to both inform and garner support for this and other future Complete Street projects. These guidelines are designed to take a proactive approach to communications during all phases of the project, building awareness of the project's improvements and how the use of the project's elements will enhance public safety and well-being.

Work Plan for the Reseda Boulevard Complete Streets Project

As instructed by Council, the CSP has worked with City agencies to determine if there is an opportunity for in-house staff to perform the work and to offer them the right of first refusal prior to securing a contractor to construct specific project elements. To accommodate this goal, the CSP has coordinated efforts between BOE, LADOT, StreetsLA, the Bureau of Sanitation (LASAN), the Bureau of Street Lighting (BSL) and the Department of Water and Power (LADWP), to formulate a team in which each agency will be performing construction and/or management services needed to complete the project (Attachment D). The following is a summary of the work that will be done by City agencies:

StreetsLA Scope of Work - StreetsLA has committed to construct the majority of the improvements on the project. Funding in the amount of \$15,119,000 is provided in the approved project budget for the following scope of work and includes:

- Asphalt Concrete Pavement Resurfacing, including cold milling
- Bus Pads
- Concrete Pavement
- Curb and Gutter
- Concrete Bus Boarding Islands

- Pedestrian Islands
- Relocated Bus Stop Landings
- Relocate Transit Shelters at Bus Stops
- Concrete Sidewalks, including new ADA access ramps
- Biofiltration swales per modified standard plan
- Aesthetic Treatments, including stamped concrete and embedded emblems

Foundations by StreetsLA, (and power conduits by the BSL), for new transit shelters are included in the Complete Streets budget, but not the transit shelters themselves. Procurement and installation of the actual shelters will be programmed under the StreetsLA Coordinated Street Furniture and Bus Bench Program, assuming the completion of the Complete Streets work coincides with the future roll-out phase of eligible shelters in the upcoming Street Furniture and Bus Bench contract, anticipated to be in place starting by 2022.

StreetsLA anticipates construction to be completed in a period of 28 months. This is 10 months more than the previously reported 18 months for a contractor to construct the project. Although the construction duration may take longer, construction by StreetsLA is the preferred delivery vehicle allowing for flexibility in cash-flowing the work without adding extended overhead. Apart from installation of new bus shelters by StreetsLA under their future transit shelter contract, all other work listed will be done concurrently with the StreetsLA schedule of 28 months.

LADOT Scope of Work - LADOT has committed to contract with a traffic signal contractor to construct Vision Zero transportation improvements on the project. LADOT will secure the traffic signal contractor through the Board of Public Works in accordance with the City's competitive bidding policies, however, LADOT's field crews will also be available to support needed relocations of pull boxes and other miscellaneous work. LADOT's construction will be coordinated with concrete construction by StreetsLA. Funding in the amount of \$3,776,000 is provided in the approved project budget for the following scope of work and includes:

- New Signals
- Signal Modifications
- New concrete ADA access ramps associated with new signal pole locations
- Striping
- Signage

LADOT has also completed an assessment of mid-block concrete curb access ramp needs for the Reseda Boulevard Complete Streets project. The protected bicycle lane configuration of this project creates unique challenges for providing Americans with Disabilities Act (ADA)-compliant curb access to blue curb zones (Accessible Parking Zones) and white curb zones (Passenger Loading Zones). Traditionally, street parking is placed directly adjacent to a street's concrete curb, allowing for unimpeded access from the passenger side door of a private car, bus, or other vehicle to the sidewalk.

Alternatively, for a protected bicycle lane configuration, parking stalls are separated from the street curb by the bicycle lane and do not have direct access to the sidewalk. Therefore, new curb ramps are required where blue curb zones and passenger loading zones with high levels of paratransit activity are located in between street intersections, far away from existing street corners with curb ramps.

Four curb access ramps have been requested to be designed and constructed for the Reseda Boulevard project to support new blue curb accessible parking zones and seven curb access ramps have been requested to be designed and constructed to support new white curb passenger loading zones. LADOT has requested that BOE proceed with the design and construction of these 11 concrete access ramps. The estimated cost to construct these mid-block ramps, and the needed alterations to the required paths of travel, will be approximately \$220,000. During construction, should the cost of building the 11 ramps exceed the Reseda project's contingency, LADOT will identify additional funds to support the construction.

BSL Scope of Work - BSL has committed to construct security lighting at bus stop locations. BSL may utilize an electrical contractor secured through the Board of Public Works using a competitive RFQ process, however, BSL's field crews will also be available to support needed relocations of pull boxes and other miscellaneous work. BSL's construction will be in coordination with concrete construction by StreetsLA at the same locations. Funding in the amount of \$429,000 is provided in the approved project budget for the following scope of work and includes:

- Install new pedestrian lighting poles
- Remove, refurbish, and relocate existing pedestrian lighting poles
- Perform other necessary work to support the installations
- Facilitate installation of connection junction boxes for future bus shelter service

LASAN Scope of Work - LASAN has committed to install new trees under their tree grant program. Funding in the amount of \$966,000 is provided in the approved project budget. Grant funding secured by LASAN is in place and anticipated to cover approximately \$200,000 of the tree planting portion of the work, resulting in a credit to the project budget, to be repurposed as contingency. The balance of the amount is for the Urban Forestry Division of StreetsLA to provide establishment and maintenance of the trees planted by LASAN, as arranged by the LASAN tree grant program.

The project scope of work includes:

- Install new trees where missing
- Construct new tree wells and install new trees where feasible
- Utilized grant agreement for StreetsLA to maintain the new trees until established

Department of Water and Power (LADWP) Scope of Work - LADWP has committed to performing needed water service line relocations where existing lines will be underneath

new bus boarding islands and where fire hydrants would be more accessible for the Fire Department. Funding in the amount of \$605,000 will be paid directly from the Los Angeles Department of Public Works (LADPW) - LADWP MOU funding agreement, and therefore is not a part of the Reseda Boulevard Complete Streets project budget.

FISCAL IMPACT

The budget for the Reseda Boulevard Complete Streets Project is within the \$24,724,000 Council-approved project budget and will not impact the General Fund.

If you should have any questions, please contact Deputy City Engineer, Julie Sauter, of BOE at (213) 847-2230, or Assistant Director, Fred Mousavipour of SteetsLA at (213) 847-3333, or Assistant General Manager, Daniel Mitchell, of DOT at (213) 972-8432, respectively.

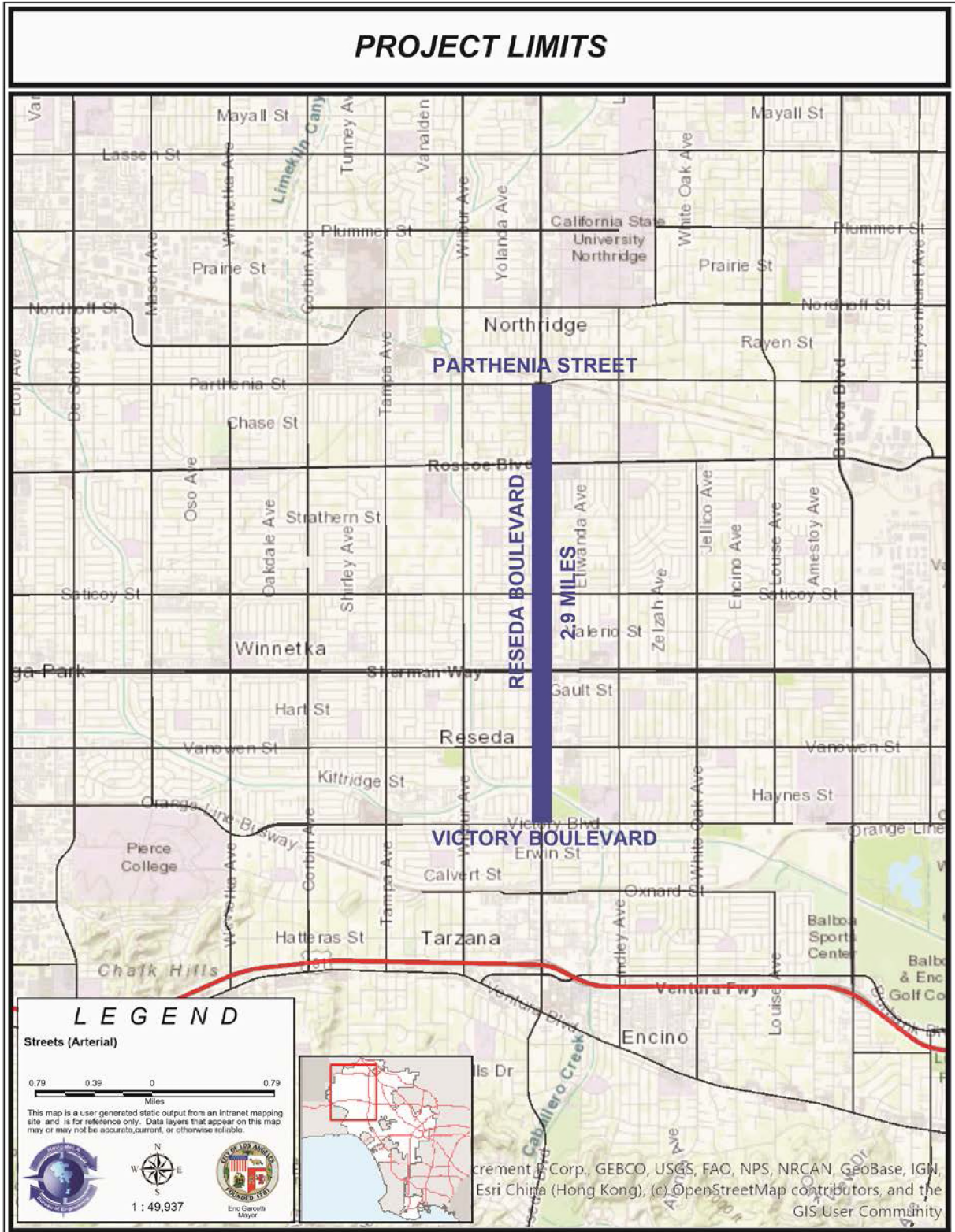
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Attachments

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ATTACHMENT A

Reseda Boulevard Complete Streets Project between Parthenia Street and Victory Boulevard



ATTACHMENT B

Complete Streets Project Planning, Pre-design and Design Checklist

The overarching goal of a Complete Street Program (CSP) is to improve the conditions of our City streets while promoting the safety, accessibility, and convenience of all transportation users, including those who walk, roll, bike, and drive on our streets. CSP projects must, at a minimum, achieve good pavement condition, incorporate safety improvements based on a LADOT Road Safety Assessment, repair severely damaged sidewalk and, where applicable, and when maintenance commitments have been secured, construct green infrastructure elements.

The table below defines eligible base scope elements for CSP projects:

TABLE A – BASE COMPLETE STREETS SCOPE ELEMENTS

Category	CSP Proposed Scope
Street Reconstruction / Resurfacing	<p>All work required to bring the street into good condition</p> <ul style="list-style-type: none"> ● Resurfacing ● Reconstruction ● Slurry seal coating ● Broken curb and gutter ● Concrete bus pads that are missing ● ADA crosswalk review ● ADA curb ramp review ● Utility relocations associated with ramp improvements ● Mitigation of known localized drainage issues
Sidewalk Repair	<p>Repair <u>severely</u> damaged sidewalks (as defined in the Sidewalk Program)</p> <ul style="list-style-type: none"> ● Repair areas of severe uplift ● Tree Removal and replacement associated with Sidewalk repair ● Eliminate tripping hazards with cutting/grinding, where feasible ● ADA curb ramp reconstruction associated with sidewalk work and safety improvements

<p>Green Infrastructure Installation</p>	<p>Including but not limited to the following items located in areas eligible for Measure W (e.g. high priority areas for stormwater quality compliance, infiltration, and groundwater recharge):</p> <ul style="list-style-type: none"> ● Bioswales or Rain Gardens where conditions are favorable ● Drywells where conditions are favorable ● Permeable or Porous Pavement where conditions are favorable
	<p>Include new trees and tree wells where practicable based on spacing standards in Urban Forest Master Plan, applicable streetscape plans, and/or Complete Streets Design Guide.</p> <ul style="list-style-type: none"> ● Required replacement will be accommodated on the corridor, to the extent practicable ● New tree establishment and ongoing maintenance to be included in regular Urban Forestry Program budget
<p>Vision Zero Safety Improvements</p>	<p>Require LADOT Road Safety Assessment for scope development</p>
	<p>Prioritize Complete Streets scope elements with direct safety benefits:</p> <ul style="list-style-type: none"> ● Striping and Signage ● New traffic signals and flashing beacons ● Signal modifications ● Left turn phasing ● Curb extensions ● Pedestrian islands ● Protected bike lanes on Bicycle Enhanced Network designated streets ● Bus Boarding Islands associated with protected bike lanes ● Utility relocations associated with safety improvements

Secondary scope elements include additional street design features that are in line with the City’s adopted plans and policies, however, may require additional evaluation, planning and engagement, and funding may not be supported by current CSP resources. Therefore, staff is recommending that the Secondary Scope Elements included, but not limited to, items listed in the table below, will not advance beyond the pre-design phase unless supplemental funding (e.g., grants) or City program resources (e.g., street furniture contract) are identified and appropriated for their specific inclusion prior to start of the project’s design phase. Staff recommends considering these Secondary Scope Elements during pre-design to ensure the initial CSP base scope implementation does not preclude more comprehensive future street improvements.

TABLE B – SECONDARY COMPLETE STREETS SCOPE ELEMENTS

Mobility Elements	
Transit Street Improvements	<ul style="list-style-type: none"> • Bus Boarding Islands on streets not included in the Transit Enhanced Network • Transit priority signal upgrades
Bus Pads / Landings	Relocated Bus Stops or landing upgrades
Transit Shelters	Transit Shelters at Bus Stops, new or missing
Security Lighting	Security Lighting at Bus Stops, new or missing

Sidewalk Elements	
Reconstruction of sidewalks at bus stops	Remove and reconstruct areas of sidewalk at bus landings
Reconstruction of existing curb ramps	Remove and reconstruct, or remodel, intersection-corners not adjacent to proposed street improvements

Aesthetic Treatments	
Aesthetic Treatments	Design of street beautification opportunities such as concrete surface texture or patterns, concrete color or aggregate additives, pavement artwork at crosswalks, dry-well cover beautification, pedestrian way-finding signage, place-based signage, traffic control box beautification, bike racks and public furniture

ATTACHMENT C

Complete Streets Community Engagement Guidelines

Community Engagement Guidelines were prepared as a plan to outline opportunities the City may wish to implement to obtain community support for the project and the Complete Streets Program at large. The purpose of this plan is to provide both micro and macro levels of communication in support of the Complete Streets projects from planning stages to construction and completion. Communication efforts will include engagement with locally impacted constituents and leadership as well as to citywide audiences to both inform and garner support for these and future Complete Street projects. This plan is designed to take a proactive approach to communications during all three project phases: design, bidding, and construction. Messaging will emphasize the transportation and quality of life improvements as well as economic development benefits to be gained by these Complete Streets projects. The plan includes formal and informal public outreach and involvement strategies and utilizes innovative and cost-effective communication tools and activities.

GUIDELINES FOR COMMUNITY ENGAGEMENT

COMPLETE STREETS PROJECTS

1.1 INTRODUCTION

The purpose of this plan is to provide both micro and macro levels of communication in support of the Complete Streets projects from design stages to construction and completion. Communication efforts will include outreach to locally impacted constituents and leadership as well as to citywide audiences to both inform and garner support for these and future Complete Street projects. This plan is designed to take a proactive approach to communications during all three project phases: design, bidding and construction. Messaging will emphasize the transportation and quality of life improvements as well as economic development benefits to be gained by these Complete Streets projects. The plan includes formal and informal public outreach and involvement strategies and utilizes innovative and cost-effective communication tools and activities.

A summary of the outreach plan activities described below are included in a table at the end of this report.

1.2 Communication Plan Goals:

- 1) To develop a set of agreed upon project goals between the City and the Community
- 2) To obtain community support for project elements that align with project goals
- 3) To build awareness for project improvements, including how to use project elements

Key Stakeholder Groups:

- Residents
- Local businesses
- Area community leaders
- Local elected officials/offices
- Vested Community Groups - Schools/PTAs, hospitals, senior citizens and people with disabilities, neighborhood groups, religious institutions

2.1 Council District Workshops - The project team will meet regularly with impacted Council Districts to receive valuable input from District staff on key stakeholders, anticipated challenges, and mitigation measures for consideration. Council Districts will be asked to share contact information for key stakeholders, along with suggestions on the most important outlets and platforms for robust engagement. Council District Offices should also advise on when and where community meetings should be held. Engagement consultants will make themselves available to participate in Council District meetings as needed.

Schedule: Council District Workshops will be held during the Design Phase, the Bidding Phase, and the Construction Phase.

Deliverables:

- Meeting presentation boards
- Development of meeting agenda and key talking points
- Development of Meeting Minutes

2.2 City Departments – The Communications team will conduct meetings with LADOT, BSL, StreetsLA, LASAN, LADWP, Council District Staff and other City agencies as identified by the City. Along with providing updates, these meetings will provide a forum to discuss project issues to ensure that public concerns during engagement are addressed throughout the lifespan of the project.

Schedule: Meetings are anticipated during the life of a project; divided into one for each of the project phases, design, bid/award, construction

Deliverables:

- Identification of Project and City meeting participants
- Meeting invitations
- Meeting logistics and execution
- Presentation boards
- PowerPoint presentations
- Meeting agenda and talking points
- Minutes

2.3 Technical Advisory Committee (TAC) Meetings – The project team will identify and form a Technical Advisory Committee (TAC) that will provide input and commentary throughout the development and execution of the Complete Streets project. The purpose of this committee is to discuss project developments and identify potential issues and mitigation efforts to ensure that quality of residential life is maintained throughout construction.

Meeting agendas will address issues similar to those identified above in City stakeholder meetings, though they will be specified to address project timelines and issues within each of the Complete Streets projects as needed.

TAC members may be derived from community organizations and entities within each of the project areas to maximize communications outreach and benefit from an integral discussion representing the entire scope of the Complete Streets projects. These can be a combination of the following, specific for each of the Complete Streets Project:

- Neighborhood Councils
- Parent Teacher Associations (PTA)

- Senior Citizens groups
- Business Improvement and Merchant groups
- Unified School District representatives
- Traffic and Transportation Commissions (and related traffic management groups)
- Advisory Councils on Disabilities
- Religious Groups

Schedule: Meetings are recommended during each project phase. These meetings ensure that ongoing project support and open lines of communication are maintained.

Deliverables:

- Identification of TAC members for each of the three Complete Streets Project areas
- Development of draft invitations to TAC meetings
- Arrangements/implementations of up to eight TAC meetings
- Documentation and distribution of meeting notes to relevant parties
- Translation Services
- Accessibility and Child Care Services as needed

2.4 SOCIAL CLIMATE ANALYSIS

The Consultant shall initiate a comprehensive Social Climate Analysis of the planned improvement corridors/neighborhoods. The Social Climate Analysis shall include an overview/summary of socio-economic dynamics, political perceptions, existing infrastructure quality, and traditional and non-traditional land/space use descriptions. The Social Climate Analysis shall include supporting documentation such as photos, public comments, stories, histories, and any additional content that frames and articulates an intersectional context that would inform a culturally relevant and dignity-infused approach to engagement. The Consultant shall outline their outcomes, methods, and schedule for the Social Climate Analysis prior to commencing the effort. LADOT shall provide the Social Climate Analysis Methodology. The findings of the Social Climate Analysis shall be summarized in a final report.

Schedule: Site visits shall be conducted, and a final report produced prior to any public engagement

Deliverables:

- Social Climate analysis prior to engagement

3.1 Stakeholder List

The City's existing stakeholder list will serve as the foundation to be used by the Communications team to build upon throughout the Complete Streets Project to maximize efficiency as well as potential reach. This list should be easily accessible by project participants in Google Sheets that

allow for multiple uses and updating on a continual basis throughout the life of the project. This listing will be used for all City public communications including mailings and e-blasts.

The stakeholder list should be reviewed and updated every 3 months.

Schedule: Initial development to take place prior to the Design Phase with review/updates every three months – allowing for additional input in between as data becomes available.

Deliverables:

- Project Work Plan – working in cooperation with the City, a brief work plan that incorporates listing development strategies as well as input from the City and proposal dynamic will be developed
- Review of City’s Existing listing – the need for additional outreach will be determined and conducted as required for optimal communications outreach efforts
- Review of Project Stakeholder listing – ongoing updates will be made to the existing project listing every three months throughout the life of the contract

4.1 BRANDING

Each project should have a unique brand identity to support awareness. This includes consistent color palette, fonts, project name, and imagery that are informed by stakeholder conversations. This should also include templates for all communication material.

Schedule: In order to maximize opportunities for success and meet branding goals, development of the brand and its key components should be complete prior to the project Design Phase. This will ensure that the brand investment and identity is established at the onset of active outreach efforts of this Communications plan.

Deliverables:

- Development of simple style guide, which should include:
 - Palette
 - Font
 - Project Name
 - Imagery
 - Template Postcard
 - Template Flyer
 - Template web and email language and branding
 - Template PowerPoint presentation
 - Template social media copy
 - Template Presentation board
 - Template Paid Advertising

- Social media
- Newspaper ads
- Bus back ads
- Billboard advertising

5.1 MARKETING AND ADVERTISING – PUBLIC OUTREACH

In order to maximize awareness and generate interest in the Complete Streets Program, various outreach methods will be utilized to inform and encourage public participation in community meetings and provide ongoing updates on project milestones.

Community support is critical to the success of the Complete Streets project. Support comes from being informed about a project, engaged in productive discussions, and encouraged to provide feedback throughout the process from the design phase through completion.

A Street team will be developed to implement marketing and communications. The team will be responsible for canvassing and flyering, phone banking, texting residence, and businesses in neighborhoods, as well as using other modes of communication.

Following is a breakdown of communication tools, their purpose and anticipated use during the Complete Streets Program Community Outreach campaign:

5.2 Website Development

The project website will be the cornerstone of housing all communication efforts. The City will use LADOT's existing website platform at ladotlivablestreets.org to house all project information, including:

- Project background
- FAQs
- Contact information
- Social Media info
- Photos and videos
- Project Presentation Boards
- Translated materials
- A comment portal

Schedule: Initial development of website and related links to take place during the Design Phase. Ongoing copy review and maintenance to take place throughout project lifetime.

Deliverables:

- Project-specific copy
 - Project descriptions and renditions

- Committee and Community Meeting schedule information
- FAQs
- Contact Information
- Strategy and timeline for website page updates based upon project schedule and milestones
- Ongoing monthly review and updating of web content (in conjunction with the City) for the life of the project
- Spanish-language copy translation of select pages / meeting notifications

5.3 Postcards – Invitations to Community Workshops and Project Updates will be distributed through mailings to residents and businesses throughout the project area(s) utilizing the stakeholder listing developed in conjunction with the City. Postcards remain a key communications tool to inform and motivate the public to attend meetings and support a project.

Project messaging will be consistent with other forms of community outreach to be used throughout the life of the project. A general template will be developed for adaptation for each individual Complete Streets project as needed. Messages will consist in informing of Community Workshops, Meeting notifications as well as project milestones/updates information.

Postcards will include English and Spanish and other project area languages-of-preference on all postcards to ensure maximum reach and understanding of project message.

Schedule: A series of postcards will be distributed throughout the life of the project. Each meeting will have a promotional postcard.

Deliverables:

- Draft and final copy for each postcard
- Supervision of graphic design and copy layout
- Translation
- Review of stakeholder listing with vested City Council Offices/City Departments

5.4 E-Blasts – Utilizing the stakeholder listing as the primary source for distribution, e-blasts will notify recipients of upcoming community meetings and project updates. Format and copy will be modified from postcard and social media postings by City resources.

It is recommended that initial e-blast meeting notices incorporate an attendance registration form. This will indicate the level of public interest and anticipated attendance as well demonstrate the possible need for more aggressive outreach. A follow-up meeting reminder e- blast should be sent approximately two days prior to the meeting date.

Schedule:

- Design Phase – Eight (8) e-blasts to promote Community Workshops
- Construction Phase – Eight (8) e-blasts to announce construction possible mitigation efforts and respond to possible issues

Deliverables:

- Draft copy for 24 template e-blasts
- Review of e-blast designs and copy prior to City distribution

5.5 Flyers - Will be developed to provide Community Workshop notification and project updates as well as direct recipients to social media sites and project website. Flyer distribution can take place at Community Workshops and within select community meeting centers including: City offices, schools, churches, and recreation centers.

Schedule: A series of flyers will be produced for project area distribution throughout the life of the project(s) beginning:

- Design Phase, Construction Phase
 - flyers to promote Community Workshops
 - flyers to promote Community Meetings

Deliverables:

- Draft copy for each flyer
- Supervision of graphic design and copy layout
- Recommendation of flyer distribution sites within project area locations

5.6 Social Media - Unpaid

Various platforms will be used to communicate and promote project information. Meeting announcements and project updates are the primary messages that will be generated by the Complete Streets team within the scope of our outreach efforts.

The key strategy of the social media platform is providing continual updates, monitoring pages, and addressing concerns that may appear on pages.

Social media postings will be visual in nature and may contain a content mix of information as well as “factoids” and anecdotes. Still photos as well as videos may be used to communicate within social media platforms -- and offer alternative uses within the website, in presentations and other outreach vehicles. Links to social media can be promoted within every outreach vehicle used throughout the project: website, e-blasts, flyers, and postcards as well as in print, billboard, and bus back and social media paid advertising.

Initiation of postings on social media pages will commence during the Design Phase and before the initial Community Workshop meeting (to announce the upcoming meeting) and continue throughout the life of the Complete Streets project. To maintain the “freshness” of the page it

is important to provide a regular new message theme each week throughout the life of the project. Frequency and quality of messaging will be geared towards attracting community engagement and to maintain ongoing communications, promote project transparency, gain support from micro and macro target audiences and build the Complete Streets brand.

Social media messaging can move from the realm of formal bulletins to providing a broader range of information that may include:

- Photos and video taken at project meetings or project sites
- Anecdotes from the field (quotes from residents, elected officials, workers etc.)
- Facts regarding transportation projects throughout the history of Los Angeles

Content should be shared on existing social media platforms, including:

- LADOT (Followers: 13,000 on Twitter, 13,000 on Facebook, 4,000 on Instagram)
- BOE (Followers: 1,000 on Facebook, 1,500 on Instagram)
- Public Works (1,100 on twitter)
- Council Districts as appropriate
- LADOT Livable Streets
- Members of the TAC as appropriate
- Partner Agencies as appropriate

Deliverables:

- Community Outreach strategy for messaging and monitoring of social media platforms
- Monthly meeting/review of City-proposed social media postings timeline
- Monthly outline of recommendations for general messaging of social meeting postings
- Development and implementation of survey instruments per project that we can promote digitally, on the website, through social, through e-blasts, etc.; a minimum of two for each project.

6.1 PAID ADVERTISING

An important component of a Communications Outreach Plan for a project of this magnitude that requires outreach to different primary and secondary target audiences is paid advertising. Placement, control of message and reach is virtually guaranteed. Media selection should consider a project's budget, desired reach, frequency and campaign schedule.

The dynamics of the Complete Streets that support investment in paid advertising include:

- There is a need to generate support by local residents as well as the broader audiences who are impacted through their secondary uses and needs – paid ads

ensure reach

- This is a public program that is reliant on public support/votes for continuity and future project development – advertising offers guaranteed reach of broader publics

The nature of the Complete Streets Projects dictates the need for broad outreach that paid advertising offers. Public impacts extend beyond residents and local businesses to include people who travel into project areas for work or recreational purposes as well as voters who can impact the overall program.

6.2 Social Media – While social media accounts are free, advertising can be purchased and is a cost-effective means to reach target audiences. As a complement to a dedicated project page, paid advertising to promote public meetings or project milestones is a viable outreach tool for use in this campaign to extend reach and frequency of message.

Schedule: A series of Facebook/Instagram ads may be purchased to promote Community Workshops/Meetings and Project Milestones throughout the life of the project(s) beginning:

- Design Phase – ad buys to promote Community Meetings and Workshops
- Bidding Phase – ad buy to promote Groundbreaking Press Event

Note that social media ad buys include a frequency schedule to be determined by the client.

Deliverables:

- Draft copy for a minimum of two social media ads. The ad copy and creative to be fluid enough so that it can be adjusted based on click-through
- Copies of renditions for the campaign
- Supervision of graphic design and copy layout
- Ad buy research and recommendations for City placement

6.3 Blogs - Many communities have dedicated blogs that cover their City or zip codes and serve as great sources of intra-communication for neighborhoods within project areas. Blogs such as Nextdoor offer affordable advertising that targets primary audiences. A great benefit in blog advertising of public meeting notices and project updates is the ability to interact with the target audience and monitor feedback. The blog buy will be limited to the most-widely used local blog as identified by the consultant in the City.

Schedule: The blog buy will incorporate several views post initial posting (as determined by blogger service)

- Design Phase – blog buys to promote Community Workshops
- Bidding Phase – blog buy to promote the Groundbreaking Press Event

Deliverables:

- Draft copy for each blog buy
- Copies of renditions for the campaign
- Supervision of graphic design and copy layout
- Proposed buy schedule and rate information for City to execute buy

6.4 Print Campaign – An important complement to community outreach efforts is a print media campaign. The reach is expansive and well worth the investment in macro outreach efforts. Along with announcing community meetings, daily newspaper ads will be developed to promote the overall groundbreaking of the projects and a significant project milestone (such as completion of one/all projects)

Print ads to promote the Complete Streets project can be used on two levels:

- 1) Local newspapers to promote community workshops and provide project updates
- 2) Daily newspaper ads (such as the Los Angeles Times) offer a region-wide platform to promote the Complete Streets projects and support:
 - a. Branding efforts
 - b. Current Complete Streets projects
 - c. Ad placements proposed:
 - Local ads to announce public meetings (one per meeting, per project)
 - Daily metropolitan newspaper ads to announce each project area groundbreaking

Schedule for Local Ads:

- Design Phase
- Bidding Phase
- Construction Phase

Schedule for Regional Ads:

- Bidding Phase
- Construction Phase

Deliverables:

- Identification of local and metropolitan newspapers for ad placement
- Contact information for publication ad placement
- Draft copies – with adaptations for each Complete Streets project
- Supervision of ad graphic design

6.5 Advertising – Extending project outreach should extend beyond local residents and businesses to include the secondary target audiences: people who regularly travel through project areas for work as well as those who visit or travel through the area for entertainment

and recreational activities.

Advertising may include bus stops, benches, shelters, streetlight banners, utility box wraps and other low cost means of advertising.

Schedule: Commence prior to project groundbreaking – from start of Design Phase and run through the entire course of the project construction to reinforce branding. Slight updates of the ad copy may be created for the Construction Phase run.

Deliverables:

- Suggested ad copy for renditions of the ad and supervision of ad design
 - in Bidding Phase
 - in Construction Phase
- Ad buy information for City procurement

7.1 EXECUTION OF COMMUNITY OUTREACH WORKSHOPS/MEETINGS

7.2 Community Workshops

Pending social distancing protocols at the time of implementation, Community Workshops will be conducted in “pop up” fashion at local public community venues and events as identified by the Council District Offices and community leadership within the project area. The goal of these workshops is to introduce the project to local residents and business leadership that may not otherwise know about the project and receive their input as well as gain their support.

Deliverables:

- List of recommended meeting sites.
- Scheduling of Community Workshops including identification and securing of venue, needed set-up/tear-down.
- Coordination with stakeholders for information distribution via e-blasts, social media pages, flyers and newsletters
 - Draft and final copy of workshop announcements for use in workshop promotion
 - Adaptation of copy for use in other project workshops
 - Public notices in English, Spanish, Armenian, Korean and Tagalog
- Development of multilingual collateral materials
- FAQ document
- PowerPoint Presentation
- Sign-In sheets
- Directional signage

- Presentation boards (multilingual)
- Provision of sign-language interpreter or TTY service – as requested
- Outreach Strategy memo for each round of the Community Workshop that includes production logistics
- Coordination of workshop attendee sign-ups for post-workshop event addition to the Complete Streets stakeholder listing
- Collaboration with members of the Project Team to facilitate meetings and stimulate discussion with various stakeholder attendees

In compliance with the City's Limited English Proficiency Languages (LEP) per Title VI of the Civil Rights Act and the California Fair Employment and Housing Act (FEHA) meeting will receive public notification in English, Spanish, Armenian, Korean, and Tagalog. Reasonable accommodation will be made for LEP populations and individuals with disabilities per the American with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act.

7.3 Community Meetings

Community Meetings are distinct from Community Workshops in that they are designed to be more formal presentations that include broader participation of the Project Team contractors and partnering City Departments to engage with diverse members of the vested community including local leaders, residents, businesses and institutions.

Outreach to encourage attendance to these Community Meetings will be exponential. Along with some of the various tactics employed to inform the public of Community Workshops, publicizing will emphasize the formality of these meetings and ensure a broader reach.

Deliverables:

- List of recommended meeting sites
- Scheduling of Community Meeting securing of venue, organization of set-up/tear-down executions and production needs
- Coordination with other City Departments and agencies for information distribution via e-blasts, social media pages, flyers and newsletters
 - Draft copy of workshop announcements for use in workshop promotion
 - Adaptation of copy for use in other Complete Streets project workshops
 - Public notices in English, Spanish, Armenian, Korean, and Tagalog
- Development of multilingual collateral materials
 - FAQ document
 - PowerPoint presentation
 - Sign-In sheets

- Directional Signage
- Presentation Boards (non-design)
 - Adaptations for each Complete Streets project use
- Provision of bilingual (Spanish) staff member or interpretive service
- Provision of sign-language interpreter or TTY service – as requested
- Outreach Strategy memo for each round of Community Meetings
 - Logistics information – what to bring, how to set up
 - Draft meeting agenda
- Coordinate workshop attendee sign-ups for post-workshop addition to the Complete Streets stakeholder listing
- Collaboration with members of the Project Team to facilitate meetings and stimulate discussion with various stakeholder attendees

7.4 Stakeholder Interviews – In order to extend the amplitude of our community outreach efforts, we will conduct interviews with impacted groups that may not traditionally attend public meetings to ensure that we receive input critical to the well-roundedness of our proactive efforts to inform and address concerns by the various constituents impacted by the Complete Streets projects.

We recommend that up to seven scheduled interviews be coordinated within each Complete Streets Project area through the life of the projects - three per project area. If it proves difficult to unite various groups together within meeting forums, individual organization interviews may need to take place (ex. senior center).

Flyers and other informational materials will be distributed to extend outreach efforts amongst these niche group members.

Deliverables:

- Identification of stakeholder groups
- Scheduling interviews
- Development of interview questions for use by the team
- Documentation of meeting feedback generated
- Incorporation of attendee information into Stakeholder listing for ongoing communication on project developments

8.1 PRESS CONFERENCE – GROUNDBREAKING CEREMONY

Support for the three Complete Streets projects of this phase – and future projects – can be earned from generating awareness of these public works and their benefits by broadening outreach to a macro/regional level.

A groundbreaking ceremony offers a great opportunity for elected leaders, project leads and community leadership to come together, show their support and extol the transit and quality of life benefits of the project for the neighborhood and the City as a whole.

A press event built around the groundbreaking ceremony can promote the project to significantly broader audiences throughout Southern California via television, radio, print, electronic and social and digital media coverage. Media coverage can be redistributed to key constituents and further used in community and civic presentations to promote these and future Complete Streets Projects.

The ideal venue for the production of a press event is a location within the project route. Our media outreach efforts will target electronic, social and print media which will require site visuals and activity to gain earned-media coverage appeal and “tell the story” as required by television and other forms of visual media.

Working with the project team, we will identify a location, prepare a program and engage in related activities to ensure the “newsworthiness” for the event that encourages earned-media coverage. As the nature of news coverage can be volatile and dependent upon competing events (a fire disaster, car chase etc.) the groundbreaking should be produced as a ceremonial event for the project and community. In the possible event that news coverage proves to be less than desired (given the competitive nature of press coverage), the groundbreaking by virtue of being a kick-off event provides the worthiness of execution.

Deliverables: In collaboration with the PAO’s office:

- Media lists – the agency can work with the City to develop
- Media advisory – this is used to inform the press of an upcoming event
- Media outreach – pitching of the story to gain earned-media coverage
- Event press release
- Invitations to speakers (elected officials, City representatives, project leads, etc.)
- List of recommended production elements (such as a podium, easels for production boards, tables etc.) that can be procured from City resources
- Program agenda
- Speaker remarks
- Press kit (including schematics or other relevant visuals for press use)

9.1 CRISIS MANAGEMENT

Anticipating crisis scenarios and developing a communications plan that addresses issues in a forthcoming and timely manner has become a key component of a well-rounded proactive outreach program.

A successful crisis management plan is practical, easily understood and ready for immediate implementation – critical components within the volatile dynamics of a crisis situation. Communication and action steps need to be ready for implementation at every level – onsite construction teams to project managers to City leadership.

This proposed action plan would include:

- Chain of reporting a crisis situation from onsite to upper management
- Detailed instruction on how to respond to initial press inquiry
- Possible crisis scenarios identified by project team with action steps that would be undertaken detailed (for internal understanding)
- Initial media responses for various scenarios drafted and approved for use
- Identified spokespersons that would include onsite manager, project manager, City experts and elected official(s)
- Spokesperson media training
- Comprehensive manual for onsite and spokesperson reference
- Executive action plan for easy use at onset of crisis

A crisis management plan, like other communications vehicles, needs to be regularly reviewed and updated to ensure that it is ready for use at any necessary moment. Reviews and updates to the plan will be made during the Construction Phase.

Deliverables:

- Identification of Project Team and City Department representatives to consult on the development of Crisis Management operational crisis scenarios
- Strategy and recommended agendas for Crisis Team meeting discussions
- Development of draft invitations for Team meetings
- Arrangement and implementation of meetings
- Drafting of Crisis Management Action Plan
 - Reporting structure
 - Action steps
 - Initial pre-approved media messages
 - Executive action plan one-sheet
- Preparation of Plan in PDF format
- Review/updates of Crisis Management Plan during the Construction Phase

CONCLUSION

This Communications Plan offers multi-level opportunities to effectively outreach with target audiences from local residents and businesses, elected officials and community leadership to

the broader Southern California region. The goal of this proposal is to both inform and gain support for these Complete Street projects as they evolve from the planning stage to construction and completion.

By extending Community Outreach beyond the traditional micro project area target to the expanded macro audiences within the City of Los Angeles, we look to gain the support of the diverse groups impacted by such construction projects and mitigate possible opposition that can arise (mostly) from a lack of information and communication. The various outreach platforms recommended offer a mix of traditional and contemporary means of providing information and opportunities for public input that will ensure that accurate and timely communication is maintained throughout the project period.

Each project serves as an opportunity to create a Complete Streets brand that gives this City program a unique identity and recognition factor amongst target audiences.

**ATTACHMENT D
PROJECTED PROGRAM COSTS FOR RESEDA BOULEVARD**

Total Project Budget			Breakdown by City Agency			
Scope Elements	Adopted Alternative No. 1 Full Scope CF17-0950	Costs Estimated by Partnering Programs	StreetsLA	BSL	LASAN	LADOT Signal Contractor
Street Reconstruction / Resurfacing						
Resurfacing, including cold-milling		\$4,292,814	\$4,292,814			
Concrete Pavement		\$33,256	\$33,256			
Integral Curb and Concrete Pavement		\$709,875	\$709,875			
Street Reconstruction / Resurfacing (Sub-Total)	\$7,203,000	\$5,035,945	\$5,035,945	\$0	\$0	\$0
Vision Zero Safety						
Signal Modifications Signals / Striping / Left Turn Phasing		\$2,500,000				\$2,500,000
Bus Boarding Islands		\$1,116,076	\$1,116,076			
Relocated Bus Stops / Bus Pads / Landings		\$730,196	\$730,196			
Pedestrian Islands		\$67,156	\$67,156			
Relocate Transit Shelter at Bus Stops		\$59,452	\$59,452			
Security Lighting		\$429,000		\$429,000		
Vision Zero Safety (Sub-Total)	\$6,304,000	\$4,901,880	\$1,972,880	\$429,000	\$0	\$2,500,000
Sidewalk Repair						
Sidewalk Repair (Sub-Total)	\$2,393,000	\$7,363,156	\$6,087,156	\$0	\$0	\$1,276,000
Green Infrastructure						
		\$481,000	\$481,000			
Green Infrastructure	\$900,000	\$481,000	\$481,000	\$0	\$0	\$0
Additional Trees / Landscape						
Fill Empty Tree Wells		\$12,467	\$12,467			
Construct New Tree Wells / Landscape		\$433,980	\$433,980			
Aesthetic - stamping of concrete		\$129,573	\$129,573			
New trees and establishment		\$966,000	\$766,000		\$200,000	
Additional Trees / Landscape (Sub-Total)	\$1,604,000	\$1,542,020	\$1,342,020	\$0	\$200,000	\$0
Allowance (utilities and unforeseens)		\$200,000	\$200,000	\$0	\$0	\$0
Construction Total	\$18,404,000	\$19,524,000	\$15,119,000	\$429,000	\$200,000	\$3,776,000
Delivery Costs	\$5,400,000	\$5,200,000				
Escalation	\$920,000					
TOTAL PROJECT COSTS	\$24,724,000	\$24,724,000				