

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: June 12, 2020

To: Honorable City Council
c/o City Clerk, Room 395, City Hall
Attention: Honorable Mike Bonin, Chair, Transportation Committee

From: Seleta J. Reynolds, General Manager 
Department of Transportation

Subject: **LADOT MOBILITY INVESTMENT PROGRAM**

SUMMARY

In response to Council File (CF) 19-1373, this report identifies next steps and resource needs to develop 5-year and 20-year mobility investment plans for transportation capital projects, and outlines recent accomplishments of the Los Angeles Department of Transportation (LADOT) Mobility Investment Program (MIP) since the November 2019 report.

RECOMMENDATION

RECEIVE and FILE this report.

BACKGROUND

LADOT created the Mobility Investment Program (MIP) to improve project delivery and develop capital improvement plans for transportation investments. The MIP is based on a consistent project planning and development process that sets project-specific community engagement and evaluation procedures, matches projects in early development with eligible funding opportunities, pursues formalized interagency collaboration, and aims to produce short- and long-term mobility investment plans.

Collectively, LADOT's MIP benchmarks better position the City and LADOT to leverage funding opportunities to implement transportation investments that enhance the safety, sustainability, and reliability of the transportation system for all users. Historically, Los Angeles has received less per-capita funding than peer cities from major grant funding sources, suggesting sizable unmet needs and reinforcing the need for the MIP. The MIP is critical for tracking, securing, and managing new and ongoing funding opportunities, which will minimize instances of transportation capital project funding gaps and result in more equitable outcomes.

DISCUSSION

Since the November 2019 report, LADOT institutionalized the MIP through an internal release of the LADOT Project Development and Planning Guide and the accompanying Project Charter form. The Project Development and Planning Guide assists LADOT staff and project managers in the development and planning stages of project delivery by providing a roadmap to successfully determine the scope of analysis, the level of public engagement, and the appropriate design documentation needed for a

project. The Project Charter form establishes a process for documenting project information to foster better coordination and communications. LADOT staff conducted training to introduce the new tools and improve the project development process.

Critical next steps and key actions for each MIP implementation phase and anticipated resource needs are summarized in Attachment A.

PROJECT INITIATION PROCESS

The LADOT Project Life Cycle (Attachment B) was developed to define every stage of a LADOT capital project and set expectations for key project delivery activities and procedures. Project Initiation is the first stage in a LADOT capital project's life cycle, which starts when LADOT determines that a project definition or solution meets identified mobility needs on a specific corridor or within a specific community. At the Project Initiation stage, the LADOT project manager refers to the Project Development and Planning Guide to determine the level of evaluation, coordination, and engagement activities required based on the project's proposed scope elements. Upon determining the proposed project's level, the LADOT project manager completes a Project Initiation Form for inclusion in LADOT's project inventory.

Transportation capital projects can be identified and initiated as a result of a planning study that identifies deficiencies in the transportation system related to safety, sustainability, reliability, and livability. For example, LADOT's Safe Routes to School (SRTS) program advances Mobility Plan 2035 safety goals by conducting comprehensive assessments of collision trends near schools with a high concentration of students who walk or bicycle.

The collision data analysis allowed LADOT SRTS to identify the top 50 schools citywide with the highest need. Staff used this screened list to assign priority rankings for detailed walking assessments, followed by developing infrastructure plans informed by technical assessments and community engagement activities. Identified infrastructure projects are then added to LADOT's project inventory. Projects in the inventory can then be matched with funding opportunities to advance them to the next stages of the project life cycle.

Other examples of program-led study processes include, but are not limited to, the LADOT Vision Zero Program, the Mayor's Great Streets Initiative, and Community Plan update processes led by the Department of City Planning.

RESOURCE NEEDS

The MIP aims to develop a 5-year fiscally-constrained Mobility Investment Plan (Plan) that defines LADOT's transportation capital infrastructure playbook for the next 5 years. The MIP also aims to develop a 20-year Plan that defines capital-intensive projects in need of additional funding, feasibility studies, and/or community engagement. The 20-year Plan would also identify unconstrained investment priorities. Developing these Plans involves tasks that exceed LADOT's technical and resource capacities. These tasks require external support, including a Database Architect position and consultant services.

Database Architect services would:

- Build and maintain the LADOT MIP project inventory,

- Build and maintain a database of funding opportunities,
- Update and maintain the MIP project scoring platform, and
- Generate data queries to support inter-agency funding and project delivery coordination.

Contractual services of a technical consultant would:

- Host and mediate inter-agency workshops needed for broader program endorsement,
- Validate the 5-year project inventory,
- Integrate MIP public information tools into the LADOT Livable Streets website, and
- Produce and visually communicate the City-endorsed 5-Year MIP document.

The MIP project inventory will provide an up-to-date snapshot of LADOT investment commitments and project budgets and implementation information. An accurate MIP project inventory will enhance LADOT's ability to prepare short-range investment plans for continuous and new funding, like the 5-year Measure M Multi-year Subregional Program expenditure plans, and to proactively align with other City agencies' capital projects, ensuring mobility options are enhanced in concert with street rehabilitation, reconstruction, and other modification activities.

LADOT requested funding in the FY 20-21 budget of \$300,000 for consultant services and hiring authority for a Database Architect position. These requests would create internal technical capacity to build and maintain a MIP project inventory and support initial integration of initial LADOT MIP activities, including multi-year budget planning and improved project delivery. MIP tools and processes will better position LADOT for competitive grant funding opportunities, and support decisions to direct resources where they are most critical to achieve the Mayor's budget priority outcomes of a sustainable and livable city.

ALTERNATIVE SCENARIOS

LADOT's proposed approach to develop 5-Year and 20-Year Plans represents a development process that meets the City and LADOT's long-range transportation capital planning and project delivery objectives. However, absent the financial and staff resources requested in the FY 20-21 budget, this long-range transportation planning undertaking may not proceed as described.

A reduction in resources will require staff to revise the optimal approach. Instead, LADOT staff would develop a partial 5-year Plan focused on projects in advanced phases of project readiness (i.e. advanced through public engagement and feasibility analysis, secured partial or full funding). Consequently, LADOT would defer development of key Mobility Investment Program deliverables, including producing a state-of-the-industry project inventory, maintaining the project scoring platform with updated datasets to support prioritization decisions and grant proposals, and preparing a 20-year Plan to track capital-intensive, visionary projects and initiatives. Delay or deferment of dedicated long-range transportation capital planning components of the Mobility Investment Program may result in missed opportunities for securing critical transportation infrastructure funding and set back delivery of priority projects in the coming decades, minimizing returns on mobility investment.

FISCAL IMPACT STATEMENT

No impact to the General Fund is anticipated with this action.

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Attachment A: MIP implementation status and anticipated resource needs

Phase	Key Action	Status	Resource(s) Needed
Establish MIP Principles	Define LADOT MIP purpose and scope	<i>Complete</i>	N/A
	Socialize LADOT Project Planning and Development Guide and supportive tools	<i>Complete</i>	N/A
	Analyze gaps against other agencies' capital plans	<i>Complete</i>	N/A
	Maintain unified LADOT project database	<i>Ongoing</i>	Consultant services to maintain and validate list
	Research and incorporate capital planning best practices	<i>Ongoing</i>	N/A
	Initiate MIP inventory of projects and potential funding sources	<i>In progress</i>	Consultant services
Develop the 5-year and 20-year MIP	Map detailed timeline of key MIP components	<i>Pending</i>	N/A
	Develop project prioritization framework	<i>Pending</i>	N/A
	Build LADOT MIP project inventory, project scoring platform, and data management	<i>Pending</i>	Database Architect to develop and

	guidelines		maintain
	Build database of funding opportunities and grant administration framework	<i>Pending</i>	
	Determine MIP governance and stakeholder engagement strategy	<i>Pending</i>	Consultant services to support and refine
	Research new capital project funding sources and viability of innovative funding mechanisms	<i>Pending</i>	
Prepare and socialize MIP Plans	Implement stakeholder engagement strategy to inform 5-Year Mobility Investment Plan	<i>Pending</i>	
	Develop 5-Year Mobility Investment Plan	<i>Pending</i>	
	Develop 20-Year Mobility Investment Plan	<i>Pending</i>	

Attachment B: LADOT Project Life Cycle

