

A CIP for LA



MAYOR'S OFFICE OF INFRASTRUCTURE & CLIMATE RESILIENCE
CITY OF LOS ANGELES

8 SEPTEMBER 2026



A CIP for LA

AGENDA

– 1 –

Foundations

- Executive Directive 9
- Briefings in 2025
- Capital Planning Steering Committee
- CIP Website

– 2 –

Games CIP

- What is New
- State of Repair
- Games Project Explorer
- 10 Recommendations
 - Rec. 3
 - Rec. 7
 - Rec. 6

– 3 –

Citywide CIP

- 2027 Roadmap
- Citywide Project Map
- Refined Recs.
- CIP and the CTIEP
- Proposed CIP, Adopted CIP

Foundations

ED9, the CPSC
and CIP Website



Executive Directive 9

Streamlining Capital Project Delivery and Equitably Investing in the PROW

- Issued by Mayor Bass in Oct 2024
- Capital Planning Steering Committee (CPSC)
- Contains 5 major implementation goals
- Long-term transformation of city's infrastructure planning and budgeting for 2028 and beyond
- 14 Departments named in the ED
- Strong commitments to transparency, accountability, and engagement



KAREN BASS
MAYOR

EXECUTIVE DIRECTIVE NO. 9

Issue Date: October 16, 2024

Subject: Streamlining Capital Project Delivery and Equitably Investing in the Public Right-of-Way

The City of Los Angeles' expansive infrastructure is fundamental to the City's health, livability, economic development, and resilience to climate change. In fiscal year 2022-2023, the City spent over \$660 million on public infrastructure, including capital projects and investments in our public right-of-way.

As Mayor, I am committed to making our neighborhoods more resilient and equitable by revitalizing our streets and tackling years of deferred maintenance and underinvestment in our most vulnerable communities. Although Los Angeles has adopted pioneering infrastructure and transportation policies like Mobility Plan 2035 and Vision Zero, we are not delivering on these projects with the urgency they require. In December 2022, the Council instructed the City Administrative Officer (CAO) and Chief Legislative Analyst (CLA) to reform the City's capital infrastructure programs, recognizing that capital investments are made in an ad-hoc manner between City departments, not fully addressing critical infrastructure needs in low-income communities ([C.F. 21-0039](#)). In November 2023, the Council instructed the CAO to work with departments to provide recommendations for a Five-Year Capital Infrastructure Plan for more equitable transportation investments ([C.F. 23-0919](#)). In March of this year, Measure HLA passed, calling on the City to implement roadway design improvements included in Mobility Plan 2035.

The City of Los Angeles currently lacks a comprehensive, multi-year plan for maintaining and developing infrastructure in the public right-of-way. Angelenos do not have a clear understanding of what can realistically be funded and when, nor what the City's long-term priorities are beyond those of a given year. Additionally, fragmented governance over what gets built on and below our streets means that projects requiring strong collaboration between City departments experience last-minute changes, creating cost overruns that contribute to a growing total cost of capital projects. Furthermore, the City is financing



200 N. SPRING STREET, ROOM 303 LOS ANGELES, CA 90012 (213) 978-0600
MAYOR.LACITY.ORG



Briefings in 2025

→ CD1 – April 17
→ CD2 – June 30
→ CD3 – May 30
→ CD4 – April 22
→ CD5 – April 2
→ CD6 – April 29
→ CD7 – May 13
→ CD8 – April 4

→ CD9 – April 22
→ CD10 – Mar 21
→ CD11 – May 9
→ CD12 – July 2
→ CD13 – May 6
→ CD14 – July 11
→ CD15 – May 14
→ Controller – Apr 24

→ This Committee Dec 10 – Mayor's Office communicated what to expect in 2026 and how a CIP is different from CTIEP/CTIP

Capital Planning Steering Committee



MEMBERS FROM ALL ED9 DEPARTMENTS

- Convening of all ED9 departments to talk through goals, progress, supporting initiatives, and next steps for implementation of the Mayor's directive

PROGRESS TO DATE

- 8 meetings held, roughly on a monthly basis
- Presentations are a mix of guidance and next steps from the Mayor's Office, mixed with updates on supporting programs and initiatives from the departments/bureaus
- All materials discussed in the CPSC become public afterwards
- Public facing website with all CPSC presentations and home of the CIP at dpw.lacity.gov/cip
- **We expect the role and focus of the CPSC to shift but will need partnership with Council to achieve this**

A Games CIP

Capital Planning in Transition





Forging a New Path – 2026 CIP

WHERE TO FIND IT, WHAT ELSE IT INCLUDES

- The 2026 CIP Executive Summary, Full Report, Appendix, and Glossary are available at dpw.lacity.gov/cip
- Includes a first for the City, an interactive GIS-based project map and project summaries for 29 Games-focused capital projects also available here: <https://apps.engineering.lacity.gov/Capital-Infrastructure-Program-LA-2028-Games/>
- This map was built off of data maintained by BOE in their system known as UPRS
- All ED9 departments are adopting UPRS for their needs and for compiling the Citywide CIP (2027)

Before Projects, A State of Repair

73 ASSET CLASS REPORTS

- Assigns ownership to asset managing departments, holding them accountable for reporting state of repair and tracking how well they are (or are not) resourced to do so
- Begins to more fully address the question of who is in charge of our public spaces & buildings

UNDERFUNDED MAINT. = INEFFECTIVE INFRA.

- Maintenance and staffing in service to City assets is purposefully presented **before** capital projects
- Forms the backbone of the CIP to 1) ensure the City preserves what it builds, 2) reduces liability, 3) enhances public safety + quality of life

Bureau of Street Services (BSS)

Asphalt Roadways
Concrete Roadways
Street Furniture / STAP
Street Trees
Parkways
Improved Medians (Landscaped)
Unimproved Medians
Sidewalks
Curb Ramps
Curb & Gutter
Public Stairways
Alleys
Tunnels
Fixed Street Bathrooms

Bureau of Sanitation (LASAN)

Public Trash Receptacles (ALBs)
Wastewater Conveyance Systems
Stormwater Conveyance & Treatment

Department of Water & Power (DWP)

Water Distribution Mainlines
Water Trunk Lines
Water Large Valves

Department of Transportation (DOT)

Bicycle Facilities
Traffic Signals
Traffic & Parking Signage
Painted Curbs
On and Off-Street Parking Facilities, Meters & Pay Stations
Roadway Striping / Crosswalks
Traffic Control, Barriers, Feedback

Bureau of Engineering (BOE)

Bridges
Retaining Walls

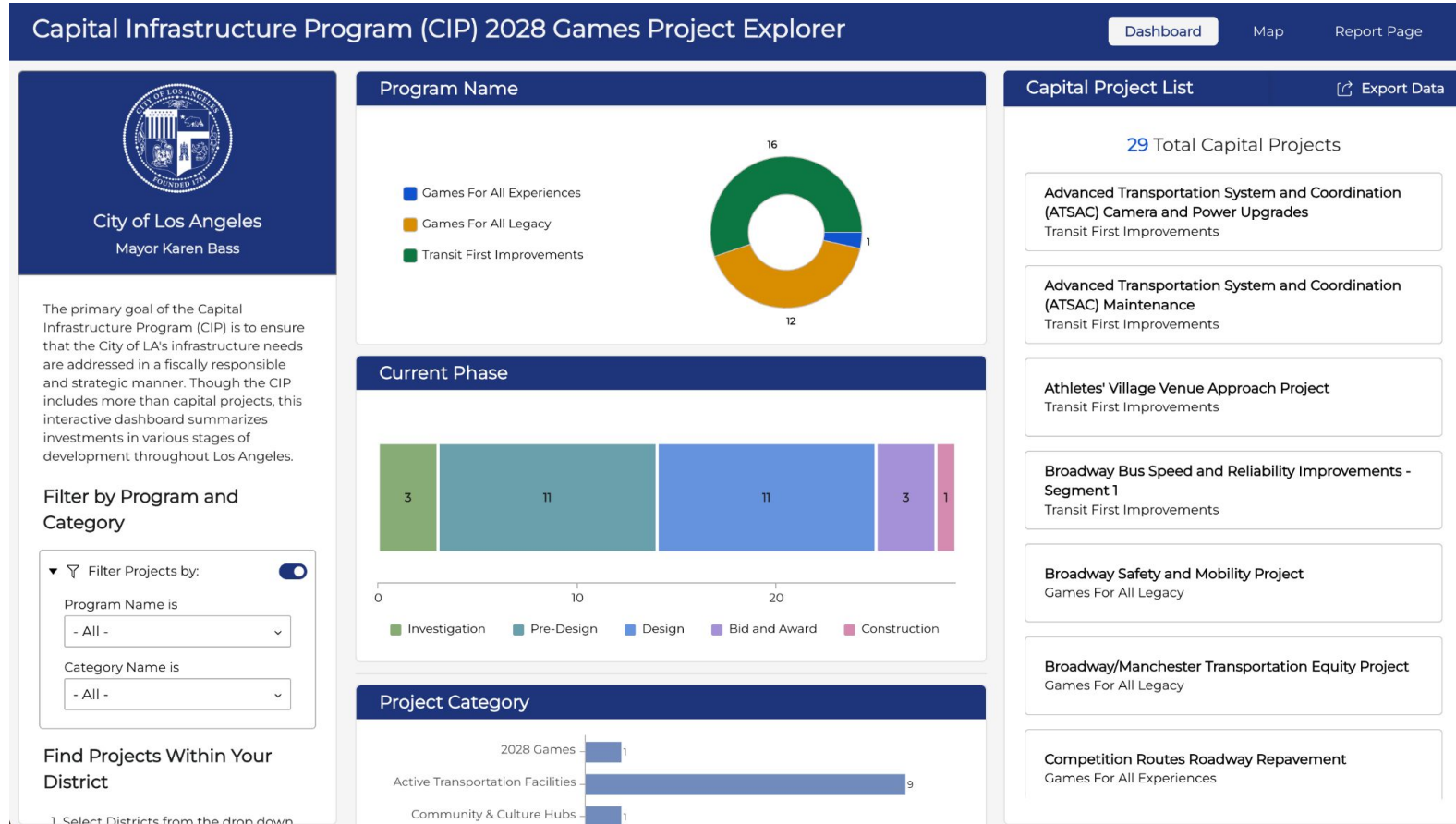
Bureau of Street Lighting (BSL)

Street Lights
Colocation
Arts, Architectural, Landmark Lighting
Vehicle Chargers (On BSL Infra)

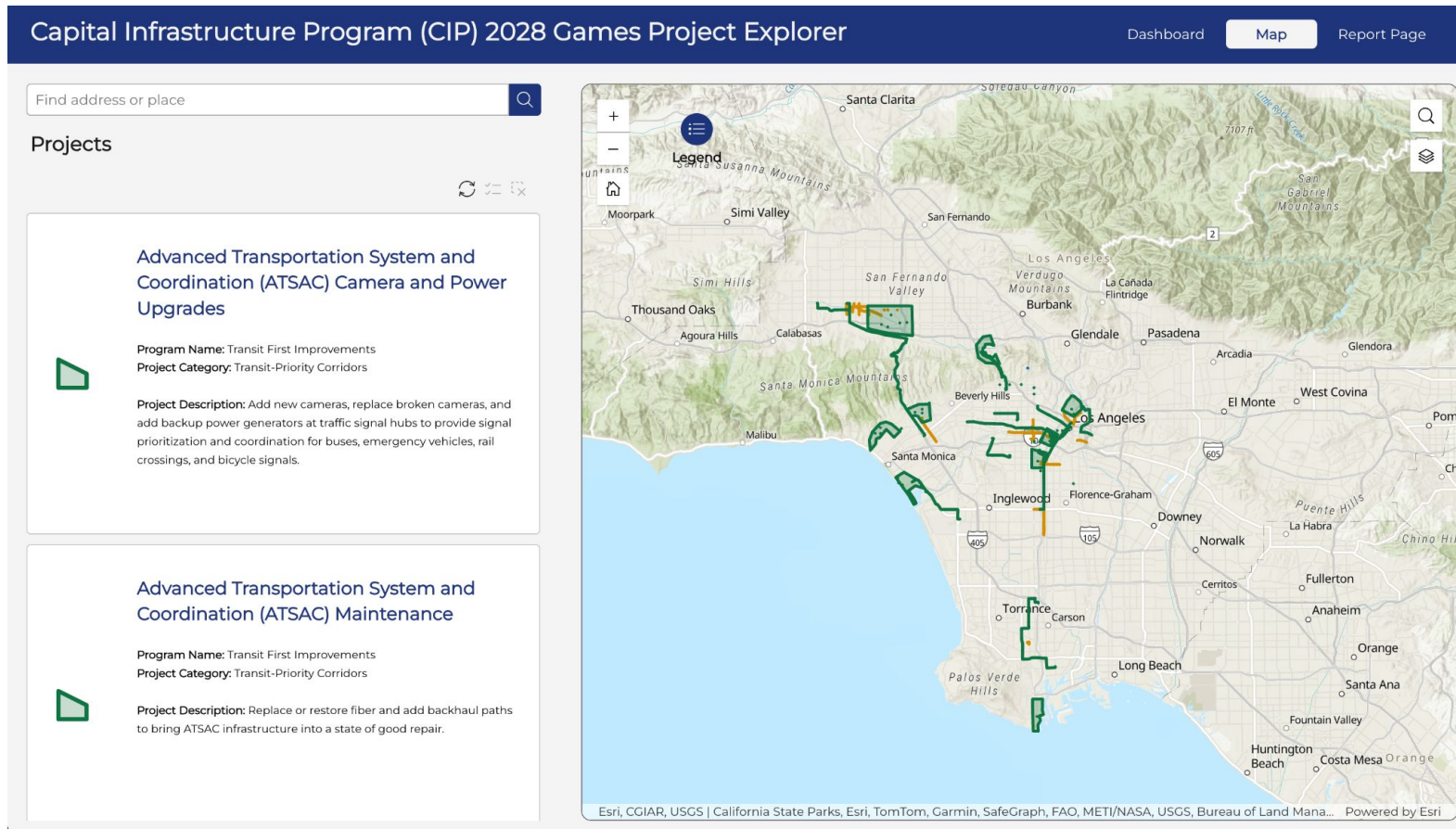
General Services Department (GSD)

Yards & Shops
City-Owned Residential
Homelessness Initiatives
Libraries
Cultural Spaces

Games Project Explorer Dashboard



Games Project Explorer Citywide Map



2028 Games Integrated Mobility Projects List

Project Category Descriptions | As of 9/4/26

Transit-First Improvements

- Transit-Priority Corridors
- Venue Approach Projects
- Mobility Hubs & Connections

Games for All Legacy Improvements

- Active Transportation Facilities
- Community & Culture Hubs

Games for All Experiences

- Road Event Courses
- Open Streets

28

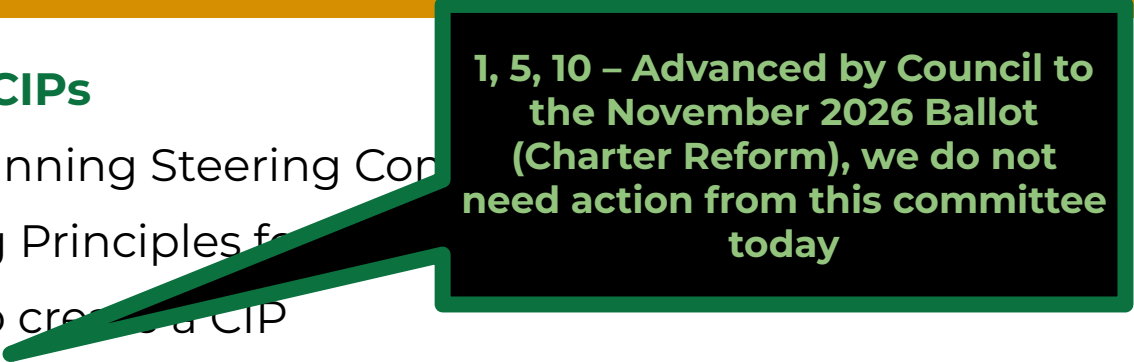
**City mobility capital
Projects**

**+ 1 LAX-related
project**

10 Games CIP Recommendations

1. Mandate the creation of CIPs
2. Strengthen the Capital Planning Steering Committee
3. Establish Citywide Guiding Principles for Capital Assets
4. Confer Authority to BOE to create a CIP
5. Support Charter Reform efforts to establish a Director of Public Works
6. Implement Project Intake Reform
7. Implement Project Scoring and Prioritization
8. Ensure all future CIPs properly account for maintenance and staffing
9. Prioritized Games-related capital projects proposed in the Games CIP
10. Expand fiscal allocations and revenue for City infrastructure

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 - 10. Expand fiscal allocations and revenue for City infrastructure (RAP)**
- 
- 1, 5, 10 – Advanced by Council to the November 2026 Ballot (Charter Reform), we do not need action from this committee today**

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3, 6, 7 – For additional discussion in this committee

Recommendation 3: Citywide Guiding Principles

SEVEN PROPOSED GUIDING PRINCIPLES FOR INFRASTRUCTURE



GUIDING PRINCIPLES = POLICY PRIORITIES

- Centralizes shared values / policy priorities for all capital investments that the public or city staff uses
- Combined with Project Categories allows us to create Policy Scoring to judge how well capital investments are meeting shared values / priorities

THESE PRINCIPLES WILL CONTINUE TO BE REFINED

- Taking 14 different City departments into account, existing protocols, etc. these principles will continue to be refined as preparations for a Citywide CIP are advanced

Recommendation 3: Citywide Guiding Principles

EIGHT CAPITAL PROGRAM CATEGORIES



- **To more fully communicate the breadth and type of capital projects in the City**
- **To replace the 2 CTIP / CTIEP bifurcation of projects between:**
 - ◆ Physical Plant
 - ◆ Municipal Facilities

Recommendation 7: Project Scoring and Prioritization

SCORING RUBRICS FOR PROGRAM CATEGORIES

- **Mobility** for streets, roadways, bridges, trails, transpo
- **Parks, Arts, Libraries** for parks, cultural, educational
- **Environment** for natural habitat, stewardship, water
- **Community Stabilization** for housing/homelessness
- **Utilities / Core Services** for power, water, waste
- **Technology / Digital** for internet, security, networks
- **First Response** for public safety, police, fire, emer.
- **Admin / Operations** for city offices, yards + shops

WHAT SCORING WILL DO

- Help us understand how capital projects meet mayoral, council and stakeholder priorities
- Increase transparency and communication
- Allow us to look across multiple projects to help determine priority or sequencing of construction
- Highlight worthy projects that may be otherwise be overlooked

Recommendation 7: Project Scoring and Prioritization

WHAT SCORING WILL **NOT** DO

1. Be used as a sole means to prioritize capital projects based on a numeric ranking
2. Override feedback from councilmembers or stakeholders about their priorities
3. Draw a line in the sand with projects scoring under a certain value not advancing, those at or above it advancing
4. Be used to score projects already well advanced in the delivery lifecycle

Phasing in Policy Scoring

POLICY SCORING AS GUIDE, NOT DETERMINANT

- **Phasing of this work is important**, especially in a City as large as and with a diffused governance structure like LA
- Scores will NOT be applied to Games projects in the Games CIP but detail on how projects are proposed to be scored will be

CRAWL, WALK, RUN

HNTB & BOE will include an implementation plan for project scoring that will:

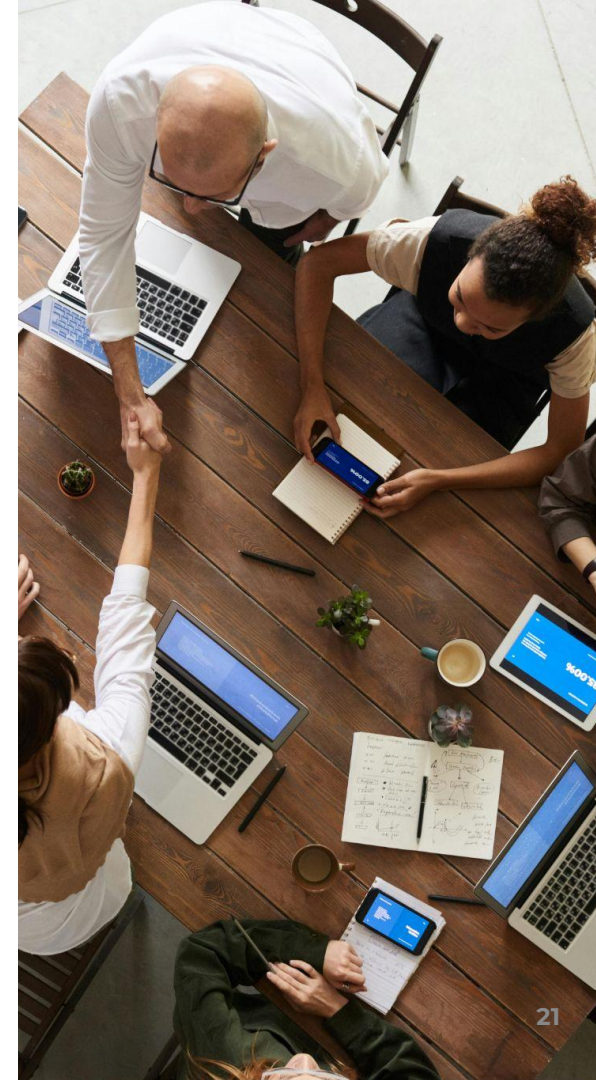
1. Centrally communicate all **cross-departmental scoring standards**, define when scoring happens, who scores, and the training plan for roll-out
2. Receive feedback from Council and external stakeholders before citywide standards are finalized via the Draft CIP release and feedback solicitation
3. **Integrate fully into all ED9 departments** and into UPRS
4. Be operationalized for the full CIP, when relevant non-Games capital projects will be scored with their respective rubrics



Recommendation 6: Project Intake Reform

THE NEED FOR IT

- **Currently there is no standard path** for capital projects to begin to be investigated for potential inclusion in CTIP
- A motion? A letter? An email? Who knows
- This lack of structure is creating issues where City staff is investigating projects that may not include:
 - **1 – A reliable path to funding;**
 - **2 – Active participation** by the client agency (asset owner); and
 - **3 – A clear purpose** and need the capital project addresses



Recommendation 6: Project Intake Reform

BUILDING A MULTI-YEAR CAPITAL PLAN

- Intake reform **empowers asset managing departments** to understand what requests are being made to improve their assets
- Allows proposed projects to be cross checked with departmental needs assessments
- Creates a **reliable, transparent, quick pathway** to advance projects
- Better leverages existing staff and processes
- Builds multi-year project lists for current and future capital projects that the City is resourced to implement



A Citywide CIP 2027 Roadmap





CIP, 2027 and Beyond

WILL INCLUDE ALL INFRASTRUCTURE PROJECTS

- **Integration of existing CIPs** that departments may already maintain (except LAWA, POLA)
 - Major DWP projects in the City of Los Angeles
 - LASAN Stormwater / Wastewater projects
 - Physical Plant (Streets, Roadways, etc.)
 - Municipal Facilities, RAP, LAPD, Offices, Yards and Shops
 - Technology Projects / Investments
- **A resource-loaded CIP** that the City has much more confidence it can achieve (staff time, capacity)
- **Refined policy scoring criteria** by shared Citywide priorities that can change over time to meet evolving City needs

PROJECTS IN EARLY DEVELOPMENT PHASES TO BE SCORED

- Projects in early development phases to be scored
- Most projects beyond Pre-Design will not be scored
- Scores **will not be used to redline** capital projects

Citywide Project Explorer Map

Capital Infrastructure Program (CIP) 2028 Games Project Explorer

Dashboard

Map

Report Page

Find address or place

Projects

Advanced Transportation System and Coordination (ATSAC) Camera and Power Upgrades

Program Name: Transit First Improvements

Project Category: Transit-Priority Corridors

Project Description: Add new cameras, replace broken cameras, and add backup power generators at traffic signal hubs to provide signal prioritization and coordination for buses, emergency vehicles, rail crossings, and bicycle signals.

Advanced Transportation System and Coordination (ATSAC) Maintenance

Program Name: Transit First Improvements

Project Category: Transit-Priority Corridors

Project Description: Replace or restore fiber and add backhaul paths to bring ATSAC infrastructure into a state of good repair.



10 Games CIP Recommendations

2, 8 – Defer action until 2027

1. Mandate the creation of CIPs
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- 8. Ensure all future CIPs properly account for maintenance and staffing**
9. Prioritize Games-related capital projects proposed in the Games CIP
10. Expand fiscal allocations and revenue for City infrastructure



The CIP and CTIEP / CTIP

FOR THIS YEAR

- CTIP / CTIEP is still the City's official capital planning policy
- Until clarification from the voters is provided via infrastructure-related ballot reform measures and the Citywide CIP is released, **the CIP and the CTIP will both run parallel to each other**
- FY '27-28 CTIEP letters to the departments will be sent out shortly and departments will be asked to work with CAO, BOE, and the Mayor's Office to support the CIP and CTIP
- In 2027, it is expected that a CIP will replace CTIEP. **This transition will be done in close collaboration with the Council**



A Proposed CIP, an Adopted CIP

THE CITYWIDE CIP

- A future CIP process, just like CTIEP/CTIP, **will provide ample opportunity for policymakers to prioritize capital projects**
- The Mayor's Office will work closely with the CAO and the Council Offices to understand which capital projects included in the Citywide CIP seeking funding are of the highest priority to those offices
- Future CIPs will be budget documents that integrate and work alongside the City Budget. **Future CIP projects can be added on an ongoing basis**
- *The Citywide CIP will also include much more robust discussion and proposals on ways to better **include the public in the capital planning process***

What Are We Seeking Direction On Today?

1. Mandate the creation of CIPs
2. Strengthen the Capital Planning Steering Committee
3. **Establish Citywide Guiding Principles for Capital Assets** (establish provisional Citywide principles, come back w/ add'l detail in Citywide CIP)
4. **Confer Authority to BOE to create a CIP**
5. Support Charter Reform efforts to establish a Director of Public Works
6. **Establish Project Intake Reform** (Begin building capacity for a new Citywide front door to initiate / analyze projects)
7. **Project Scoring and Prioritization** (Score early phase projects in Citywide CIP, come back with refinements, additions, and proposals in 2027)
8. Ensure all future CIPs properly account for maintenance and staffing
9. Prioritize Games-related capital projects proposed in the Games CIP
10. Expand fiscal allocations and revenue for City infrastructure

THANK YOU

MAYOR'S OFFICE OF INFRASTRUCTURE & CLIMATE RESILIENCE
CITY OF LOS ANGELES



CITY OF LOS ANGELES
Public Works Committee
CF 25-0752: CIP / Project Intake Process /
Project Selection and Prioritization

September 8, 2026



Project Initiation: Foundation



Reliable Funding

Active Client Participation

Clear Purpose and Need

Capital Project Roles



Client

- Own and maintain the asset after project completion, and/or
- Has statutory responsibility for project planning/scoping

Funder

- Has decision-making authority over provision of funding
- Determines eligibility and/or competitiveness for project scopes

Deliverer

- Bureau of Engineering (BOE), typically

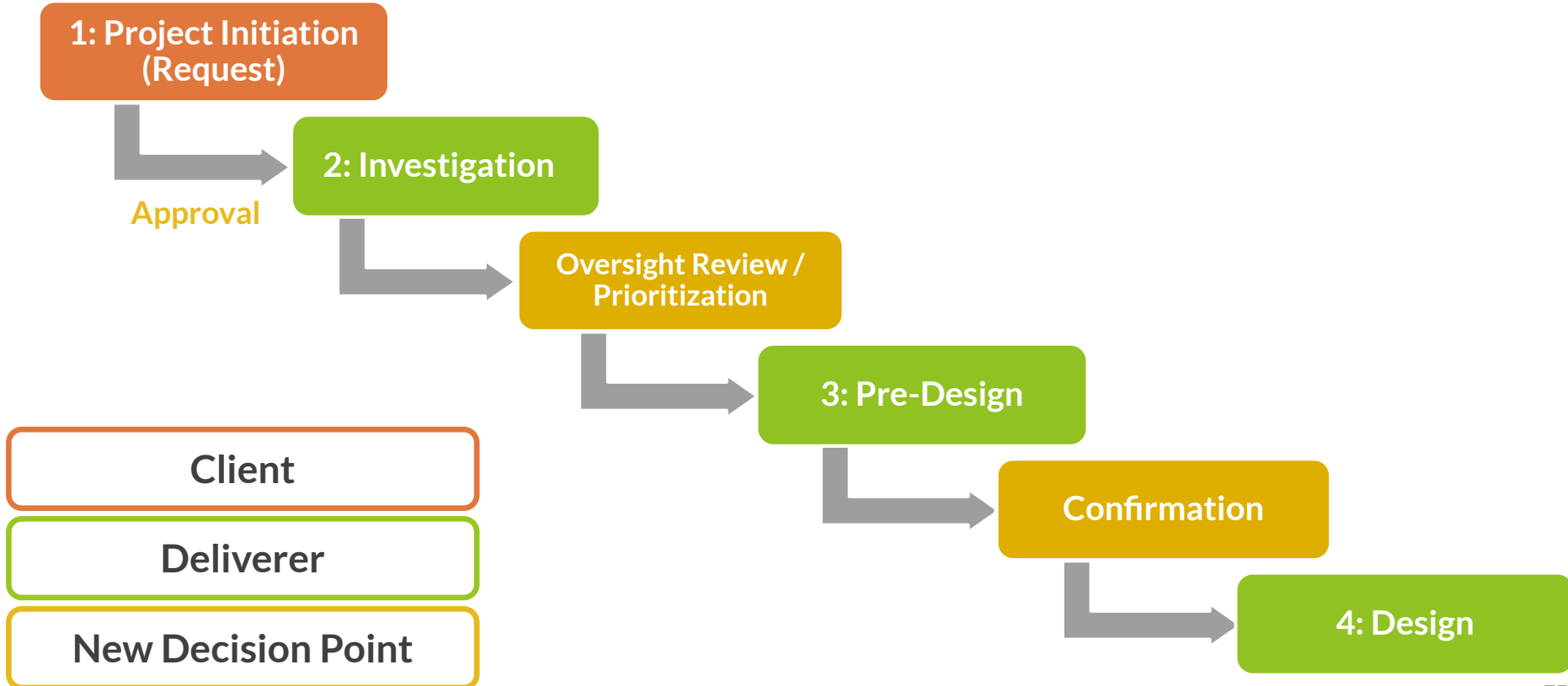
Stakeholder

- Has some other specific relation to the project, such as regulatory authority, proximity, influence

Decision Maker

- Stewards program resources to achieve overall priorities
- Approves master schedules consistent with resources

Intake Process With New Steps



New Intake Process – Initiation, Approval, Oversight



1: Project Initiation

- Project Request Form incorporated in UPRS 2.0
- Includes:
 - Asset/Program requiring work
 - Problem statement
 - Client information
 - Client/Program priority
 - Known cost information (ROM)

Client

Deliverer

New Decision Point

Approval

Project Request Form

2: Investigation

- Evaluate Objective, Scope & Delivery Risk
- Client Participation
- Policy Screen (HLA/I-MOU)
- Class “O” Cost Estimate
- Resources & time needed for pre-design
- Preliminary score by City prioritization system
- Max 80 hrs/investigation

Project Investigation Report

Oversight / Prioritization

- CPOG/CPSC:
- Review investigation report
 - Approve priority score
 - Identify/ approve resources/ funding and schedule for pre-design, as needed

Work Order



New Intake Process – Confirmation

3: Pre-Design

- Alternatives analysis
- Property needs
- Geotech restraints
- Enviro/regulatory screening
- Conceptual design
- Fatal flaw analysis
- Complete HLA & I-MOU checklists
- Class C Cost Estimate
- Delivery timeline

Pre-Design Report

Confirmation

- CPOG/CPSC:
- Approve pre-design report
 - Assess program capacity
 - Determine place in program schedule
 - Commit **funding** and identify **grant** likelihood
 - Confirm scoring

Master Schedule Update

4: Design

- Proceed as described in Project Delivery

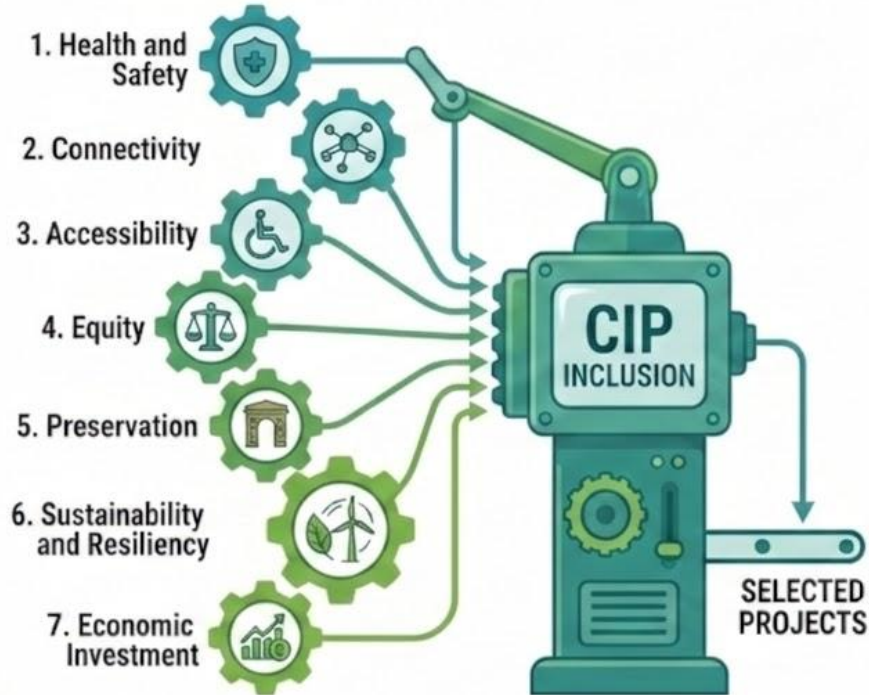
Deliverer

New Decision Point

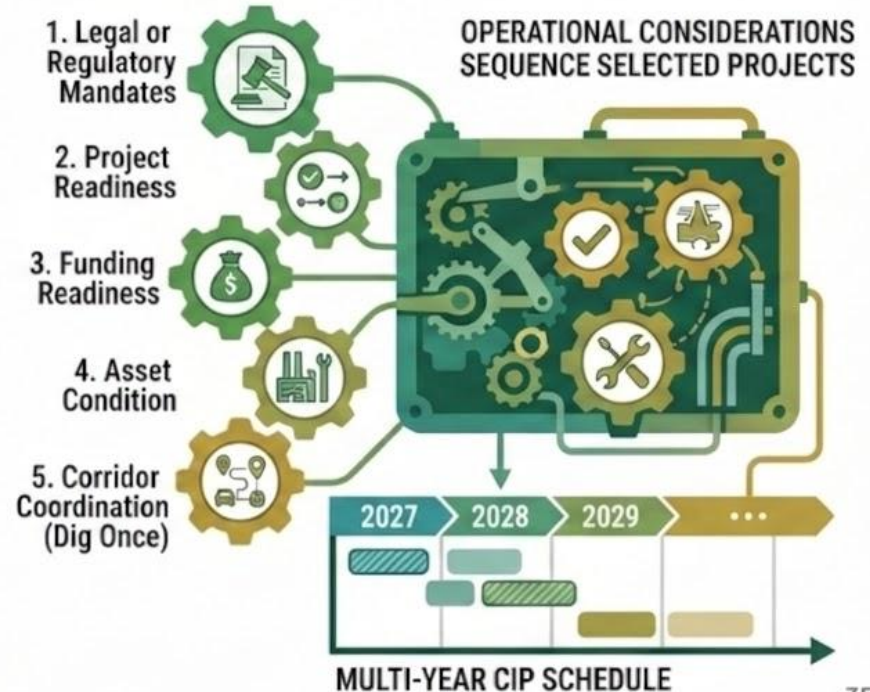
Project Scoring and Prioritization



POLICY-DRIVEN PROJECT SELECTION



OPERATIONAL-DRIVEN PROJECT SCHEDULING



Citywide Project Management Information System



- ❑ UPRS is designated as the citywide Project Management Information System by Mayor's office
- ❑ Current version in operation, with all departments now adding existing projects
- ❑ UPRS 2.0 core modules are anticipated to be ready in early 2027
- ❑ Single source of truth for all capital project information—including schedule, cost, and funding—that rolls up into the citywide CIP
- ❑ Information output can be customized to various needs, such as resource planning, financial reporting, and funding strategy

Next Steps / Operationalizing Change for Project Intake



Summer 2026

Council adoption of BOE report back to CF 25-0752

Pause new project investigations until after baseline CIP is published

Limit grant applications to existing capital projects

Fall 2026

Finalize taxonomy for citywide CIP

Reconfigure oversight committee(s), including defining CPOG membership

Create new Project Investigation Report template

Deploy new project scoring tool

Council adoption of CIP ordinance

Early 2027

Deploy UPRS 2.0

Publish baseline citywide CIP

Summer 2027+

Resume new project investigations under new ordinance authority

Consider new grant projects under new ordinance authority
(*proposed, TBD*)

CF 25-0752 Recommendations:



- ❑ APPROVE the Capital Project Intake Process and DIRECT all non-proprietary departments to submit all capital projects through this process for consideration in the citywide CIP
- ❑ ADOPT the seven Guiding Principles for capital infrastructure and DIRECT the Bureau of Engineering to report with a refined program-based scoring methodology
- ❑ REQUEST that the City Attorney prepare and present an ordinance amending LAAC Sections 5.43 and 5.44, and other sections as needed, to implement a citywide CIP, as described in this report.

THANK YOU

