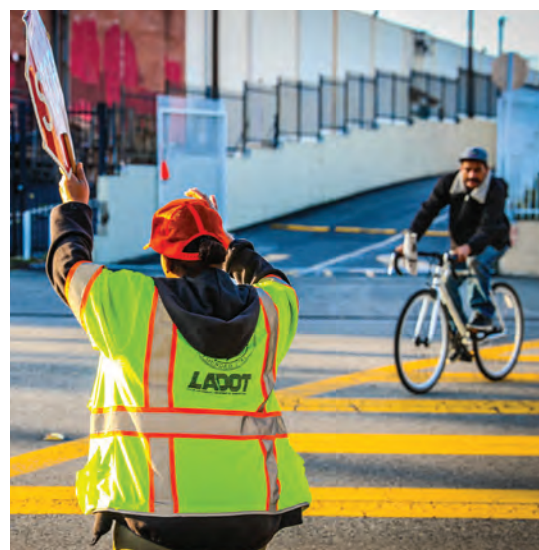
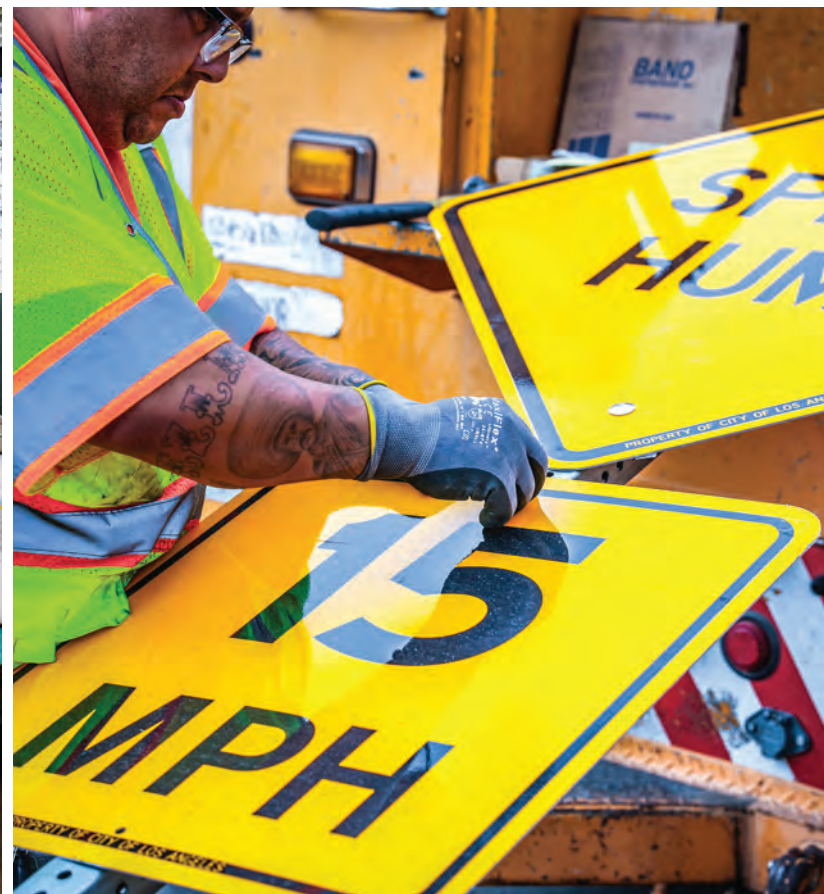




Strategic Plan 2025–2030

December 2025





Dear Fellow Angelenos,

I am pleased to share with you the 2025-2030 Strategic Plan for the Los Angeles Department of Transportation (LADOT). This plan reflects LADOT's continued commitment to building a safe, resilient, and innovative transportation system that serves every Angeleno, no matter how they travel across our city.



LADOT constantly demonstrates their deep commitment to public service and dedication to our city by stepping out of their day-to-day roles to support relief efforts and help Angelenos in need. From responding during emergencies to helping house Angelenos living on the streets, their work reminds us that LADOT is also about serving people and the communities they call home. That same spirit of service will guide LADOT and our entire city as we welcome visitors from across the globe for the 2026 FIFA World Cup and the 2028 Olympic and Paralympic Games. LADOT will help us achieve a transit-first Games by utilizing existing resources strategically, promoting zero-emission solutions and delivering legacy projects that demonstrate the best of this city.

At its core, LADOT's mission is about safety, and designing and operating streets that welcome every person who uses them while connecting communities across Los Angeles. I look forward to strengthening our collaboration with General Manager Laura Rubio-Cornejo and the dedicated LADOT team as we continue to build a safer, stronger, and more resilient city for all.

KAREN BASS

Mayor



Dear LADOT Staff and Angelenos,

LADOT's 2025-2030 Strategic Plan is a reflection of where we are as a city today and where we're headed together. The people of Los Angeles deserve a safe, reliable, and seamless transportation network. This Strategic Plan represents our renewed focus on delivering just that: a world-class mobility system that supports all Angelenos every day.

Developed in collaboration with staff across the department, the Strategic Plan is our north star for the next five years. We created this plan to be aspirational, yet practical and implementable, and rooted in the essential services we provide each day. Our priority is getting the fundamentals right, ensuring our services are reliable and efficient. By strengthening this foundation, we'll continue to plan, design, maintain, and operate a transportation system that Angelenos can depend on, while positioning ourselves to explore innovations and new technologies that make our streets safer.

In the last year, our city has faced tremendous challenges, and LADOT staff have consistently stepped up during these difficult times. Their quick responses demonstrate our unwavering commitment to serve Angelenos, and we are stronger as a department and a city thanks to their dedication.



In the years ahead, we will continue to foster an environment where staff feel safe, supported, and empowered to carry out their best work. Together, we will improve the services our communities use to get to where they need to go while preparing to welcome the world for the 2026 World Cup and 2028 Olympic and Paralympic Games.

As a team, we are energized and committed to delivering the promises in this Strategic Plan. Our work will leave a legacy of safety, innovation, and excellence that will serve Angelenos for generations to come. I'm honored to work with staff who are united by a shared purpose to serve our community and look forward to all that's ahead.

LAURA RUBIO-CORNEJO
LADOT General Manager

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As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services, and activities.



INTRODUCTION

This Strategic Plan outlines a renewed focus on how our department operates and the role we play in creating a safe, accessible, and reliable transportation network.



The Los Angeles Department of Transportation (LADOT) plans, designs, operates, and maintains the mobility system for one of the largest cities in the United States. Over the next five years, we must keep Angelenos moving while preparing for major events, including the 2026 FIFA World Cup and 2028 Olympic and Paralympic Games (Games).

To do this, we will recognize fiscal and resource constraints and focus on delivering core services. This requires staying true to our mission, vision, and values as we realign funding and staffing, find ways to work more efficiently, and identify mechanisms to generate revenue. We will strengthen our foundation by giving staff the structure and support they need to succeed and grow, building capacity and resilience both internally and externally.

The projects we deliver in advance of the Games will be a legacy for our city, but our work doesn't stop there. We are operating in a time of uncertainty, marked by rapid technological advancements, growing climate concerns, and evolving priorities. We remain aligned with the goals of Mobility Plan 2035 and will continue to create safer streets while supporting all modes of transportation.

Our progress relies on the dedication of LADOT staff who work every day to improve the quality of life in every neighborhood across the city. The 2025–2030 Strategic Plan outlines goals and strategies across five pillars that work within budget constraints to help our team do their critical work and keep our city moving.



THRIVING IN A TIME OF UNCERTAINTY

The January 2025 Los Angeles windstorm and fires destroyed neighborhoods and businesses across the city, forcing thousands to evacuate and displacing people throughout Southern California. Since June 2025, the city has been targeted by federal immigration actions that have torn families apart and sparked protests citywide. These events have unfolded in the face of a significant City budget shortfall that has challenged LADOT to rethink how it delivers legacy projects.

Yet Angelenos continue to support one another in ways both big and small. LADOT staff have provided emergency services, assisted with rebuilding efforts, and advanced work to keep our streets safe and connected. Our Traffic Officers and crews mobilized quickly after the windstorm and fires, responding to heavy rains, repairing traffic signals, providing buses to move people to shelters, and rerouting traffic around closed roads. We also deployed cooling buses with air conditioners and water stations to provide spaces for firefighters to rest and hydrate.

Beyond recovery efforts, our team is working hard to keep our city moving, connected, and vibrant. Recent projects include:

- The **San Fernando Road Bike Path**, a fully separated path that connects Sylmar to Burbank and to several Metrolink stations.
- **Bus priority lanes on Roscoe Boulevard** that provide a faster and more reliable trip for people in the San Fernando Valley.
- **Transitioning the Al Fresco program from pilot to permanent**, expanding outdoor dining areas for neighborhood restaurants.

Despite many uncertainties, our city and our department have much to look forward to, and LADOT staff will continue to shine as we build momentum toward a brighter Los Angeles.





WHAT GUIDES US

Our vision, mission, and values express what LADOT stands for and why and how we operate each day.

VISION

What the people of Los Angeles experience

In Los Angeles, all people enjoy safe, reliable, and sustainable transportation options that provide a dignified and accessible experience, creating an equitable foundation for everyone to thrive.

MISSION

What the City of Los Angeles can expect from us

LADOT leads transportation planning, design, project delivery, and operations in the City of Los Angeles with a people-first approach. We collaborate to provide a safe, modern, accessible, and connected mobility network that supports a resilient city and region.

VALUES

The ABCDs of what makes LADOT a great place to work



Accountability

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

We:

- Do quality and timely work
- Analyze data to inform decisions
- Are proactive and reliable
- Build strong partnerships
- Celebrate our successes



Belonging

A commitment to teamwork, growth, and personal fulfillment.

We:

- Are welcoming and inclusive
- Are resilient and always learning
- Take pride in our work
- Treat everyone with respect and dignity
- Provide mentorship and feedback



Creativity

A commitment to curiosity, bold thinking, and evolution.

We:

- Are empowered to innovate
- Are agile and forward-thinking
- Explore new strategies and methods
- Adapt to solve problems
- Embrace and advance technology



Dedication

A commitment to integrity, a shared purpose, and building trust.

We:

- Serve the public
- Communicate honestly and transparently
- Improve systems and processes
- Uphold high standards
- Follow through on our commitments

WHO WE ARE

Our staff are the heart of LADOT. They are guided by a commitment to public service and work tirelessly to create the mobility system Los Angeles deserves.

We thrive as a city because our dedicated team works side-by-side with other department, agency, and community partners to help Angelenos get to where they need to go. In a time of constrained resources, we must look inward, strengthen our foundation as a team, and position ourselves to better serve LA in the years ahead.

We will build on recent initiatives that demonstrate how applying LADOT's values influences every aspect of transportation planning, design, project delivery, and operations:

- **Next Step: A Gender Equity Action Plan** outlines 32 actions to help us create a gender-inclusive transportation system. With a focus on safety, design, fare policy, and service reliability, we will better address the mobility needs of women and other marginalized groups.

- **Our Community First Engagement Strategy** provides a framework to incorporate the viewpoints, lived experiences, and perspectives of those most impacted by transportation projects.
- The **Mobility Plan 2035** establishes the foundation for achieving a transportation system that balances the needs of all travelers. With a focus on safety, access, and healthy communities, the plan includes network maps and priority projects.

Over the next five years, the City's budget constraints may demand creativity as we align funding and staff resources to:

- **Deliver core services** that are critical for mobility in LA
- **Invest in our current team**, whose skills are invaluable
- **Plan for future growth** to ensure we're ready when opportunities arise

CELEBRATING ACHIEVEMENTS

Acknowledging the dedication and hard work that our staff demonstrate each and every day is essential to our continued success. Outstanding performers are recognized at quarterly all-staff town halls, and employees who have served the City for over 25 years are honored at service pin ceremonies. The Bureau of Employee Engagement and Performance also puts on events, such as ice cream socials, chili cook-offs, talent shows, and group outings to LA Dodgers games, to show appreciation for our team members and create a collaborative and inclusive work culture.



DELIVERING CORE SERVICES

Delivering core services requires being transparent about LADOT priorities. To this end, we will closely monitor our department's financial health to:

- **Align program staffing and budget** allocations in ways that allow us to deliver services that are most critical for Angelenos' mobility
- **Articulate the scope** of LADOT's core services—what we can and cannot do with the resources we have available—and the bureaus responsible for delivering these services
- **Look for efficiencies** in our systems and processes to ensure we're delivering as many of our core services as possible

INVESTING IN OUR TEAM

LADOT staff are our greatest asset, and we must invest in them. Our team members want to continue to learn, grow, and feel empowered to do their best work. In the years ahead, we will strive to:

- **Create an open and welcoming workplace** where our people feel valued and connected to one another
- **Empower staff** by articulating clear roles and responsibilities, setting priorities and celebrating successes
- **Provide development opportunities** to help team members refine and grow new skills

PLANNING FOR FUTURE GROWTH

Although this is a time of constraint, we look forward to a stronger financial outlook in the years ahead. To ensure we are ready to take advantage of new opportunities, we will prepare to:

- **Expand training** in new technologies and innovative systems, building our skills and ability to manage change
- **Hire more staff as resources allow**, rebuilding our team and expanding our capacity to deliver
- **Preserve institutional knowledge** at LADOT by planning for succession, strengthening mentorship and rotation opportunities

ON THE ROAD FOR NEW IDEAS

Our Transit Division is always on the move, looking for new ideas to make it easier to get around Los Angeles. During a recent Transit Day event, the team hopped on a bus to visit another local transit agency, gathering lessons to bring back to LA. This year's trip took our team to the Orange County Transportation Authority (OCTA), providing a firsthand look at their system and facilities and offering inspiration for our transit projects, programs, and services.



WHAT WE DO

Our team plans, designs, operates, and maintains the mobility systems that connect Angelenos. In short, we keep LA moving.

LADOT staff work across our city: we repair traffic signals, we plan bus services, we manage the curb, we provide traffic control, we design safe streets, we engage community members to shape projects, and so much more. We have over 1,400 staff directing investments and leading implementation. Together, we create plans, programs, policies, projects, and provide services that make Los Angeles safer, more connected, and more accessible for everyone.



Our team is organized into seven offices, with several bureaus in each:

Office of Strategic Partnerships and Emergency Preparedness provides strategic leadership across LADOT with a focus on building our workforce, strengthening our relationships with labor, providing economic ladders by creating pathways for future employees, and ensuring the Department is ready to respond to and support the City in emergencies. Through partnerships with learning institutions, labor, and the film industry, the Office of Strategic Partnerships and Emergency Preparedness fosters innovation, collaboration, and opportunity. The Office ensures that departmental policies, training, and emergency management practices align to support a skilled, prepared, and engaged workforce dedicated to serving the City of Los Angeles with excellence.

- Bureau of Employee Engagement & Performance
- Bureau of Emergency Operations
- Bureau of Field Services (Traffic Signal Systems and Traffic Paint & Sign)

Office of Project Delivery and Operations manages the design, and execution of transportation infrastructure projects. The Office oversees traffic systems, capital improvements, district operations, and special event logistics including the 2028 Games coordination.

- Bureau of ATSAC and Metro Programs
- Bureau of Design
- Bureau of Capital Projects
- Bureau of District Operations
- Division of Major Events and Special Event Operations



Office of Mobility Services focuses on the movement of people across Los Angeles. The Office oversees public transit programs, parking systems, and shared mobility to improve accessibility and efficiency citywide.

- Bureau of Transit
- Bureau of Parking Management
- Bureau of Parking Meter Collection Security and Investigation
- Bureau of Commercial Rideshare and Mobility

Office of Planning and Innovation drives forward-thinking transportation solutions through data, technology, and policy development. The Office leads planning, project development, and the Department's transportation capital improvement program to shape the future of mobility.

- Bureau of Project Development
- Bureau of Strategic Planning
- Bureau of Development Services
- Bureau of Applications and Data

Office of Parking Enforcement and Traffic Control includes LADOT Traffic Officers who enforce parking laws under the California Vehicle Code and Los Angeles Municipal Code, respond to resident service requests, help maintain public safety across Los Angeles, and oversee the City's Crossing Guard program. The office is responsible for issuing parking citations, assisting LAPD and LAFD with traffic control during emergencies, signal outages, and public demonstrations, and

ensuring the safety of school children getting to and from school.

- Central, Hollywood, Southern, Valley and Western Area Offices
- Communications Center
- Crossing Guard Program

Office of External Affairs builds public trust and engagement through strategic communications, media relations, legislative advocacy, and interdepartmental coordination. The Office serves as LADOT's voice to elected officials, stakeholders, partners, and the broader community.

- Bureau of Strategic Engagement
- Bureau of Legislative Affairs
- Bureau of Communications and Media Relations

Office of Administrative Services supports LADOT's internal operations through financial management, budgeting, and risk oversight. The Office ensures department financial controls are adhered to and promotes fiscal transparency and accountability.

- Bureau of Accounting
- Bureau Budget and Administration
- Bureau of Risk Management

DEVELOPING THE PLAN

The 2025–2030 Strategic Plan represents a collaborative effort among staff across LADOT, and each member of the team had an important role to play.

EXECUTIVE TEAM

Our **Executive Team** guided the Strategic Plan throughout its development. They outlined the overall department vision, mission, and values, refined the goals and strategies, and incorporated staff feedback throughout the plan.

BUREAU MANAGERS

The **Bureau Managers** provided bureau-specific insights on the pillars. They also shaped the strategies and measures of success that their teams will lead and keep track of over the next five years.

STAFF WORKING GROUP

The **Staff Working Group** helped refine the vision, mission, values, and pillars; identified strategies and reviewed metrics for feasibility; and shared stories that are reflected throughout the plan.

LADOT STAFF

All LADOT staff were invited to participate in a department-wide survey to weigh in on priorities, share recent successes, and describe how they will use the plan in their daily work.



HOW TO READ THE STRATEGIC PLAN

The Strategic Plan is organized into five pillars: Safety, Resiliency, Innovation, Community, and Transparency. Within each pillar are goals, strategies, and metrics that LADOT will use

to guide our work for the next five years. The final section of the plan summarizes all the strategies and establishes an implementation roadmap to guide staff across the department.

Pillars

The plan's key themes and priorities.

RESILIENCY

Goals

Statements of desired outcomes within each pillar, which may span multiple years.

GOAL R.1

Expand emergency management systems and training across the department.

Strategies

Specific actions to advance each goal, including timelines for beginning the work.

E Establish and document rapid response plans for natural disasters or special events, preparing LADOT's teams for their unique roles.

Metrics

The ways we'll measure success for each goal.

MEASURING SUCCESS

↑ Increase in number of documented rapid response plans

Outcomes

The longer-term results of LADOT's work and the Strategic Plan.

✓ LADOT is prepared to quickly respond to an emergency or unforeseen occurrence

TRACKING OUR PROGRESS

To uphold our commitments, LADOT will track progress on the Strategic Plan and report regularly on both **metrics** and **outcomes**. The metrics are the outputs of our work to implement the Strategic Plan (for example, increasing the number of staff who receive safety training). The metrics should be tracked

on a quarterly or biannual basis using existing systems and tools.

Outcomes are the longer-term results of both the department's work and the Strategic Plan (for example, overall reduction in traffic fatalities). They should be tracked on an annual basis using tailored assessment tools.

SAFETY PILLAR

In partnership with City and County departments and community leaders, LADOT will design, install, and maintain transportation systems and programs that improve traffic safety. We will prioritize safety of staff in the field, ensuring our teams have the resources needed to carry out their work.

A SNAPSHOT OF OUR WORK

In the last four years, LADOT has made hundreds of safety improvements throughout the city. Between 2020 and 2024, we:

- Designed and built **3 complete streets** projects
- Hosted **Open Streets** events in **10 neighborhoods**
- Constructed more than **488 speed humps or tables** citywide
- **Delivered several Safe Routes to School Projects** in collaboration with the Bureau of Engineering

We continued to help Angelenos travel safely and efficiently while prioritizing the safety of our field staff by:

- Deploying **700 traffic officers** per year to assist with traffic control during severe weather and sports and community events
- **Training staff through four National Association of Training and Education Consultants (NATEC) courses**, providing tools to keep people safe in the field
- Helping field staff become **certified as crane operators**

Installed

100

miles of new and upgraded bike lanes

Upgraded all

180

signals at midblock crossings

Implemented slow zones near

200+

schools

Safety remains LADOT's top priority. Every life lost to a traffic-related incident is a tragedy. Too often, speeding, distraction, and impaired driving turns an ordinary trip into a life-changing event. For people walking, rolling, or biking—the most vulnerable travelers on our streets—collisions are far more likely to end in serious injuries or fatalities.

We strive to create a transportation system where everyone, regardless of age, ability, or background, can travel safely. We take a proactive approach to improving our streets, installing safety improvements that reduce serious injuries and fatalities with a focus on LA's High-Injury Network. To do this critical work, our staff must have proper equipment and feel safe in the workplace at all times of the day and night.



NUMBER OF TRAFFIC FATALITIES (2021–2023)



2023



2022



2021



Source: Statewide Integrated Traffic Records System (SWITRS)

SAFETY PILLAR GOALS

- S.1** Improve the workplace safety of LADOT staff and contractors working in field operations, public safety, or other public-facing positions.*
- S.2** Update tools and enhance processes to advance safer streets.*
- S.3** Develop staff and community expertise in safety-related initiatives.
- S.4** Advance priority projects on high-injury corridors, non-arterial streets, and near schools.*

**Aligned with Mayoral priorities.*

SAFETY PILLAR OUTCOMES

- ✓ Staff feel safe at work whether they're at headquarters or in the field.
- ✓ Safety issues on LA streets are addressed systematically.
- ✓ Safer street design prevents crashes.
- ✓ High-injury corridors are transformed into safer streets.
- ✓ People feel that streets are safer after LADOT project implementation.



GOAL S.1*

Improve the workplace safety of LADOT staff and contractors working in field operations, public safety, or other public-facing positions.

- A** Identify and implement a safety training program for each division.
- B** Provide all field staff with high-quality and high-visibility personal protective equipment and necessary tools, such as new radios and right-sized vehicles, to improve safety and boost visibility in the field.
- C** Evaluate security needs at field facilities and develop recommendations and costs for improvements to ensure staff feel safe working at all times of the day.

MEASURING SUCCESS

-  Decrease in number of safety incidents by severity for staff on site
-  Increase in % of staff who completed safety training (by bureau)




**Aligned with Mayoral priorities.*

GOAL S.2*

Update tools and enhance processes to advance safer streets.

- A** Modernize and update all LADOT street design standards and guidelines with gender-inclusivity in mind, developing a clear project review framework with the Complete Streets Committee to expedite safety projects.
- B** Streamline coordination with agency partners to complete traffic signal and geometric design plans, both permanent and temporary, for internal and external programs and projects.
- C** Identify and advance opportunities to address the backlog of maintenance requests and improve coordination and response times.
- D** Standardize post-implementation evaluation processes for safety projects.

MEASURING SUCCESS

-  Increase in % of safety projects completed
-  Decrease in overall maintenance backlog
-  Decrease in response time to public maintenance requests

**Aligned with Mayoral priorities.*

VISION ZERO RECOMMITMENT

LADOT's updated Vision Zero Safety Study (2024) analyzes collision data to identify trends, risk factors, and a new set of Priority Safety Corridors. The study's Systemic Safety Analysis is proactive—pinpointing locations likely to experience severe crashes based on built-environment context rather than waiting for incidents to occur. It also evaluates the effectiveness of safety treatments—such as pedestrian hybrid beacons, left-turn signal phasing, and leading pedestrian intervals—and will guide targeted deployment of these treatments in high-priority areas.

GOAL S.3

Develop staff and community expertise in safety-related initiatives.

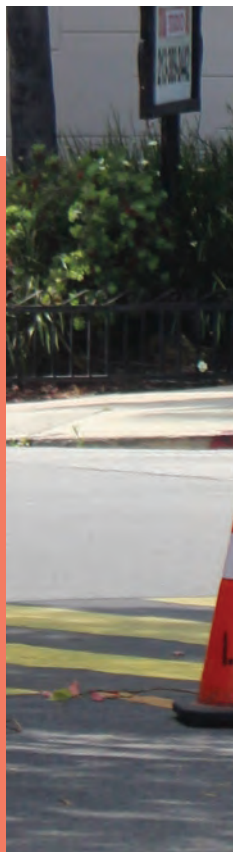
- A** Create a team to keep abreast of new Executive Directives, Assembly Bills, and Senate Bills that may affect safety work, and adjust LADOT's policies and Transportation Assessment Guidelines accordingly.
- B** Coordinate with autonomous vehicle (AV) companies in partnership with the California Public Utilities Commission and Department of Motor Vehicles to identify and plan for the safety features used to interact with pedestrians, bicyclists, and traffic control officers.
- C** Develop and launch safety education campaigns in collaboration with neighborhood councils, community-based organizations, advocates, and schools.
- D** Hold quarterly lunch-and-learn sessions to train all staff on critical topics, including safety-focused initiatives and accessibility requirements (e.g., Measure Healthy Streets LA, gender-inclusive design, Americans with Disabilities Act).
- E** Train staff on data requirements to support safety project budget requests in alignment with department commitments, such as equitable project delivery.

MEASURING SUCCESS

-  Increase in number of public service announcements
-  Increase in number of safety lunch-and-learns

SCHOOL SAFETY IMPROVEMENTS

LADOT continues to invest in Safe Routes to Schools to help students get to and from school safely. In 2024, the department implemented slow zones at more than 200 schools, reducing speeds to 15 mph. Field crews also delivered quick-build safety improvements around schools like Hobart Boulevard Elementary School. For that project, LADOT installed green curbs and painted bulb outs to reduce speeds. We also converted Serrano Avenue to a one-way street to create smoother pick-ups and drop-offs.



GOAL S.4*

Advance priority projects on high-injury corridors, non-arterial streets, and near schools.

- A** Use a data-driven approach to proactively identify and address safety hot spots through targeted interventions, new signal and enforcement technology, intersection daylighting, and interim design solutions to reduce crashes.
- B** Create a multi-year work program to advance Vision Zero projects in partnership with Department of Public Works.
- C** Develop an annual bicycle and pedestrian data collection program to document trends and inform the expansion of active transportation infrastructure.

MEASURING SUCCESS

- ⬆ Increase in number of traffic signals, crossing improvements, and traffic calming treatments (by neighborhood)
- ⬆ Increase in number of safety-focused projects on Mobility Plan 2035 corridors
- ⬇ Decrease in number of crashes by mode
- ⬆ Increase in % of bicyclists and pedestrians on updated streets/districts
- ⬇ Decrease in average speeds on a corridor

**Aligned with Mayoral priorities.*



RESILIENCY PILLAR

LADOT will continue to address the climate crisis by expanding zero-emission transportation options. We will take meaningful actions to prepare for today's challenges and anticipate future needs, with a focus on supporting our most vulnerable residents. By creating a more resilient transportation system, we will be better prepared to respond to both planned and unforeseen events citywide.

A SNAPSHOT OF OUR WORK

Between 2020 and 2025, we responded to unforeseen events and celebrations, deploying traffic officers to close roads and help people navigate detours and using DASH buses as cooling centers for firefighters. Some of our major responses included:

- **Floods** due to heavy rain caused by Hurricane Hillary in August 2023
- **I-10 Freeway Fire** along 14th Street in November 2023
- **The windstorm and fires in Pacific Palisades, Altadena, and West Hollywood** in January 2025
- **Parades to celebrate Los Angeles teams** including two World Series wins for the Dodgers in 2024 and 2025 and one NBA Championship for the Lakers in 2020

Added zero-emission electric buses to increase our fleet to

150

Provided BlueLA access subsidies to

927

people

We continue to expand sustainable transportation options to advance LA's climate goals. In recent years, we:

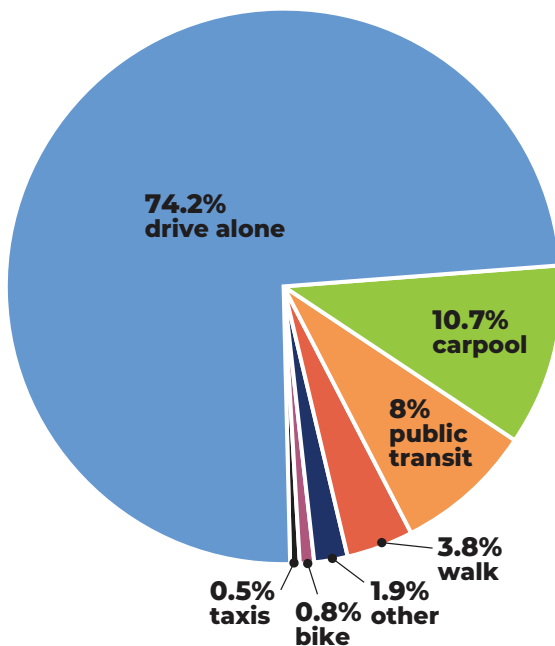
- Managed **225 Metro Bikeshare stations** with 1,463 bikes and 184 e-bikes
- **Expanded the number of electric vehicle (EV) chargers** in South Los Angeles
- Installed **26 zero-emission delivery zones (ZEDZs)**, creating designated curb space for EVs, cargo bikes, and other zero-emission vehicles
- **Awarded a Sustainable Transportation Equity Project (STEP) grant**, funding an EV maintenance training program at the Los Angeles Trade Technical College
- **Provided grant awards to build more bike and pedestrian facilities and accessibility infrastructure** in Skid Row, Normandie, Wilmington, and the Los Angeles River
- **Launched the City's first e-bike lending library** with 250 e-bikes

The last few years have tested our team and our systems in ways we could not have expected. We've supported one another and the city through the pandemic response and recovery, played critical roles in emergency operations and natural disasters, and expanded zero-emissions transportation options citywide.

Whether responding to an unforeseen climate event or a planned major sporting event, LADOT staff have shown remarkable flexibility. In the years ahead, we must strengthen our ability to manage challenges by building resilient systems and providing training to ensure our team is prepared and supported.

The same spirit of preparedness also shapes our commitment to addressing climate change as we invest in a cleaner, more sustainable future. We recognize that windstorms, fires, floods, and extreme heat are reshaping where and how Angelenos live and travel. Our work to expand zero-emission options for people to travel by bus, by walking and rolling, and by bike is critical. We will continue to reduce our department's environmental impact while creating transportation networks that can adapt to future conditions.

COMMUTE MODE SHARE



Source: American Community Survey
5-Year Estimates, 2023

DASH PACOIMA

LADOT has continued to expand our fleet of zero-emission buses throughout the city. We launched DASH Pacoima in May 2025, increasing transit access in the Pacoima neighborhood. The new route connects residents to schools, grocery stores, shopping centers, parks, and recreation areas, including the Hansen Dam Recreation Area, Ritchie Valens Rec Center, LA Kings Valley Ice Center, Pacoima Public Library, and the San Fernando Road Bike Path. The service has a fleet of 14 battery-electric buses, supported with charging infrastructure, which will help improve air quality in the neighborhood.



RESILIENCY PILLAR GOALS

- R.1** Expand emergency management systems and training across the department.*
- R.2** Update and enhance legacy systems to support resilient operations.*
- R.3** Develop sustainable funding and project deployment strategies.
- R.4** Advance high-priority electrification and low-emission projects.*

**Aligned with Mayoral priorities.*

RESILIENCY PILLAR OUTCOMES

- ✓ LADOT is prepared to quickly respond to an emergency or unforeseen occurrence.
- ✓ All staff understand their role and are prepared to quickly and confidently act in case of an unforeseen occurrence.
- ✓ The pilot/demonstration phase is one stage in a full project implementation process.
- ✓ Charging infrastructure is broadly available and well-maintained to support both LADOT vehicles and the public.
- ✓ LADOT has sustainable, long-term funding streams that support delivery of services and projects.



GOAL R.1***Expand emergency management systems and training across the department.**

- A** Establish an LADOT Department Operations Center with up-to-date systems, software, training, and resources (e.g., emergency food and water) to ensure staff can dynamically respond to planned special events and unforeseen occurrences.
- B** Conduct emergency preparedness and disaster response training for all LADOT staff twice a year, with a focus on lessons learned from recent events.
- C** Organize gatherings after unforeseen occurrences or emergency events to check on all LADOT staff, provide emotional and mental health resources, and debrief what went well and what could be improved.
- D** Implement at least two Incident Management Teams (IMTs) to support emergency operations, including trainings, exercises, and recall policies.
- E** Establish and document rapid response plans for natural disasters or special events, preparing LADOT's teams for their unique roles.

MEASURING SUCCESS

- ↑ Increase in number of plans, resources, and trainings newly available and accessible to staff
- ↑ Increase in % of staff who receive emergency preparedness training
- ↑ Increase in number of documented rapid response plans

**Aligned with Mayoral priorities.*

GOAL R.2***Update and enhance legacy systems to support resilient operations.**

- A** Develop new approaches to mitigate the impacts of copper theft on the Advanced Transportation System and Coordination (ATSAC) infrastructure.
- B** Develop a plan to transition from legacy systems to updated ATSAC software and infrastructure for traffic control devices and signals.
- C** Upgrade the communications center for Parking Enforcement and Traffic Control Officers, linking it to the City's Emergency Operations Center.

MEASURING SUCCESS

- ↓ Decrease in incidence of and cost of maintenance related to copper wire thefts
- ↑ Increase in number of systems upgraded

**Aligned with Mayoral priorities.*





GOAL R.3

Develop sustainable funding and project deployment strategies.

- A** Develop and implement funding plans for legacy Olympic projects in collaboration with the Mayor's Office and Department of Public Works.
- B** Expand the deployment of quick-builds and pilot programs as cost-effective measures.
- C** Conduct a fare analysis for LADOT and DASH services, in alignment with the Gender Equity Action Plan, to assess whether fare adjustments could help sustain other programs and maintain high-quality services.
- D** Assess pilot projects, such as Universal Basic Mobility, for conversion to permanency, identify longer-term funding mechanisms, and ensure documented paths for adoption.

MEASURING SUCCESS

- ↑ Increase in projects completed by year
- ↑ Increase in % of pilots converted to permanent projects
- ↑ Increase in % funding from long-term sources versus grants (by bureau)

GOAL R.4*

Advance high-priority electrification and low-emission projects.

- A** Establish a program to permit private sector, on-street EV charging in the right-of-way.
- B** Collaborate with Metro and Department of Public Works to deliver first/last mile improvements and mobility hubs at rail and high-capacity transit stations that are compliant with Metro's 3% First/Last Mile requirements.
- C** Accelerate zero-emissions bus deployment, including identifying grants and funding opportunities for electrification of the bus fleet and bus yards.
- D** Advance electrification of City vehicles (e.g., field check vehicles, parking enforcement vehicles) with supportive charging infrastructure.
- E** Expand access to affordable and low-emission transportation options (e.g., EV car sharing, bikeshare and e-bike lending, EV shuttles, EV charging) for equity communities as described in the Gender Equity Action Plan.
- F** Partner with private operators to encourage adoption of low- or zero-emission vehicles for delivery, ride-hailing, and taxi fleets.

MEASURING SUCCESS

- ↑ Increase in number of electrification and low-emission projects completed
- ↓ Decrease in greenhouse gas (GHG) emissions
- ↑ Increase in number of zero-emission vehicles in City fleet
- ↑ Increase in number of public charging stations installed, owned, maintained, and operated by LADOT
- ↑ Increase in number of charging hours completed at LADOT charging stations

**Aligned with Mayoral priorities.*



PALISADES FIRE RESPONSE

The Palisades and Eaton windstorm and fires made 2025 an unprecedented year for the city and the LADOT team. When the Palisades Fire began on January 7, our Emergency Management Team was ready with a 24-hour staffing plan for the Emergency Operations Center (EOC). During the four-month EOC activation, LADOT led the EOC Transportation Branch, assisting with emergency evacuation transportation and traffic control, developing and implementing evacuation routes and road closures, managing the Advanced Transportation System and Coordination (ATSAC), maintaining critical infrastructure, and providing emergency public information. The Palisades Fire activation was the longest citywide EOC activation since the COVID pandemic. It dramatically increased the workload for Emergency Management Coordinators to support both department and citywide response and recovery needs.

INNOVATION PILLAR

We will continue to take a proactive approach to new technologies, exploring ways to improve our current systems and modernize LA's transportation network. By training staff and encouraging innovations, we can ensure that Angelenos benefit from our team's enhanced skills and the department's updated processes.

A SNAPSHOT OF OUR WORK

LA's streets are home to more new technologies each day:

- The **Automated Bus Lane Enforcement (ABLE) Program** was launched in early 2025 in partnership with Metro.
- **Waymo AVs** were deployed as a ride-hail option in November 2024.
- **Delivery robots** are used across Los Angeles neighborhoods, and the fleet continues to grow.
- The **LA Express Park program** adjusts parking prices in downtown Los Angeles and Westwood based on demand, also providing drivers with real-time parking availability via an app.

Speed cameras, authorized through Assembly Bill 645, will be installed as part of a

125 camera

pilot program in school zones and on streets with high numbers of crashes and street races.

We are continuously improving the efficiency of our systems:

- Through a Strengthening Mobility and Revolutionizing Transportation (SMART) grant, we've developed a **digital inventory of curbs, signs, and markings to regulate curb space** and allow drivers, delivery operators, and rideshare vehicles to park more efficiently.
- We've upgraded surveillance and **security systems at LADOT facilities** to fully leverage the latest technology.

Staff in the Advanced Transportation System and Coordination (ATSAC) Center manage

4,850

traffic signals

26,000

sensors.

620

traffic monitoring cameras

The system prioritizes bus and train signals, helping transit move faster and more reliably.

Technology is transforming the ways we live, work, and move. Today, Angelenos can access dozens of travel options via smartphone, from paying for parking to hailing a Waymo autonomous vehicle (AV). At the same time, Artificial Intelligence (AI) is putting more information at our fingertips and making it easier to streamline routine business processes.

LADOT is taking a proactive approach to technology, updating existing systems and integrating legacy and new approaches. For example, we've expanded text-to-park options and launched the mobility data specification (MDS) program, a data standard to enable us to collect and share real-time information from mobility service providers, helping manage public right-of-way usage. We will continue to develop technology management plans and train staff on new programs and tools, ensuring reliable alternatives are in place when disruptions occur.

But innovation is about more than technology—it's also about the ways our teams exercise their creativity and experience to solve problems. From the curb to the open road, we will empower our people to develop and adopt new approaches to deliver enhanced mobility solutions for all Angelenos.

CODE THE CURB

Through a pilot project, LADOT is developing a digital map of the city's traffic signs, painted curbs, and other regulations that help to manage the public right-of-way. The pilot covers six square miles of Downtown LA. The tool will help private mobility providers understand where and how to operate and will support residents and businesses with accurate real-time information. At present, we have digitized over 200 miles of curbside paints, policies, and signage within downtown; shared data with freight companies like Amazon, UPS, FedEx, and DHL; developed a webpage for community members to view parking regulations; and installed cameras to monitor curb activity. We are also continuously engaging with stakeholders to provide updates on the project.



INNOVATION PILLAR GOALS

- I.1 Expand use of new technology across the transportation network.*
- I.2 Upgrade systems and processes to maximize efficiency.*
- I.3 Train staff in new and evolving technologies and practices.

**Aligned with Mayoral priorities.*

INNOVATION PILLAR OUTCOMES



- ✓ Technology is used to enhance the mobility system, improve service delivery, provide better information, and reduce barriers to travel.
- ✓ New technologies are leveraged to create tools that support staff in delivering high-quality work.



GOAL I.1***Expand use of new technology across the transportation network.**

- A** Upgrade all parking equipment at LADOT-owned parking structures and at the curb, expanding the use of Automated License Plate Recognition (ALPR).
- B** Enhance curb management practices through the Code the Curb project, including expanded text-to-pay and pay-by-app options, a digital parking permit system, and exploration of dynamic pricing in commercial loading zones.
- C** Expand the mobility data specification (MDS) beyond scooters and bicycles to incorporate autonomous vehicles, including buses and delivery vehicles.
- D** Use pilot programs as a best practice to introduce innovations tied to the 2028 Games into the transportation network.
- E** Incorporate greater use of ALPR technology into overall enforcement activities to improve operational efficiency and ensure consistent practices.

MEASURING SUCCESS

-  Increase in number of projects with upgraded parking, enforcement, or street operations technology by council district
-  Increase in number of parking lots with upgraded parking technology
-  Expansion of MDS

**Aligned with Mayoral priorities.*

GOAL I.2***Upgrade systems and processes to maximize efficiency.**

- A** Implement more customer-friendly options for citation appeals and payment, such as virtual hearings and expanded payment plans.
- B** Smooth ATSAC integration across external traffic management systems to increase compatibility.
- C** Modernize department processes by working with a staff advisory group to identify needed digital tools, upgrade software and hardware, and adopt an integrated paperless workflow for all bureaus.
- D** Evaluate new traffic modeling and simulation software to streamline, enhance, or support bureau priorities and staff work plans.

MEASURING SUCCESS

-  Decrease in minutes of LADOT transit operational delay by council district
-  Increase in number of virtual hearings

**Aligned with Mayoral priorities.*

GOAL I.3

Train staff in new and evolving technologies and practices.

- A** Develop a clear yet flexible policy that builds from citywide guidance to outline appropriate uses of Artificial Intelligence (AI) within LADOT.
- B** Train staff on the use of AI in project ideation and other tasks while addressing concerns about AI's impact on current jobs.
- C** Build on work underway to cultivate in-house knowledge of the MDS and support internal maintenance of department dashboards.
- D** Develop and implement a department-wide rotation program to introduce staff to new technologies and promote professional development.
- E** Develop department-wide literacy in and capacity to use data analysis tools.
- F** Work with expert vendors to facilitate biannual training sessions for all staff on emerging technologies and practices both within and outside the transportation industry, including AI, big data, and technologies proposed by contractors.

MEASURING SUCCESS

- ⬆ Increase in % of staff using digital tools
- ⬆ Increase in staff satisfaction with LADOT internal digital tools





AUTOMATED BUS LANE ENFORCEMENT PROGRAM

In partnership with Metro, LADOT launched the Automated Bus Lane Enforcement (ABLE) Program in early 2025. To keep bus lanes clear of parked vehicles and improve travel time and reliability, the program installed 100 cameras on buses operating along Grand Avenue, La Brea Avenue, Olive Street, and Wilshire Boulevard.

The cameras detect vehicles illegally parked or stopped in bus lanes, and LADOT traffic officers review potential violations and issue citations. Since the program's February launch, LADOT has issued more than 10,000 tickets, keeping our buses moving.

COMMUNITY PILLAR

Serving Angelenos is at the heart of what we do. We are committed to strengthening communications so residents can stay informed, provide feedback, and participate in our transportation initiatives. We will also continue to deepen our partnerships with City departments, regional agencies, local organizations, and communities to support improved mobility across Los Angeles.

A SNAPSHOT OF OUR WORK

Our partners and community leaders play a critical role in shaping safer, more welcoming streets. At LADOT, we pride ourselves on:

- **Partnerships with other governmental agencies**, including Metro, Caltrans, the Southern California Association of Governments (SCAG), and many more.
- **Partnerships with community organizations**, including the LADOT Bicycle Advisory Committee and Pedestrian Advisory Committee, Nava College Preparatory Academy, Los Angeles Walks, Pacoima Beautiful, People for Mobility Justice, and many more.

Together, we've developed multiple programs to empower our residents:

- Partnered with the City of San Fernando to host the **Move Your Way open streets festival in Pacoima, Sylmar, and San Fernando** to promote active lifestyles.
- **Created strategic plans for the Pedestrian and Bicycle Advisory Committees** to establish priorities and foster collaboration with LADOT.
- **Launched a youth ambassador program** in partnership with the Nava College Preparatory Academy to teach high school students about sustainable transportation options and provide hands-on experience with EV infrastructure.
- Partnered with Los Angeles Walks and their team of promotoras to release the **Bilingual Glossary of Transportation Terms**, a document that contains over 100 common transportation and community engagement terms in English and Spanish to improve communications with Spanish-speaking communities.

Building vibrant communities starts with strong connections. Our work is made possible because of the passion and partnership of Angelenos, community organizations, and City partners who share our vision for a better Los Angeles. To strengthen these relationships, LADOT is improving how we communicate and collaborate, ensuring residents understand who we are and how our work benefits their daily lives. We are deepening partnerships with different departments and agencies to deliver more coordinated, transparent, and impactful projects for our community.

RECONNECTING MACARTHUR PARK

The Reconnecting MacArthur Park project is a multi-agency effort to heal the divide created when Wilshire Boulevard split MacArthur Park nearly a century ago. A partnership between LADOT, the Southern California Association of Governments (SCAG), Bureau of Engineering (BOE), Council District 1, and the community-based organization Central City Neighborhood Partners (CCNP), the project is exploring ways to reconnect the park; improve safety and mobility for people walking, rolling, biking, and taking transit; and create a more unified and accessible public space in the heart of the Westlake neighborhood.

From the outset, this initiative has placed community partnership and inclusive engagement at its core. CCNP has collected thousands of surveys through neighborhood outreach led by promotoras, ensuring that the perspectives of Westlake residents directly inform concept development. A community advisory council meets regularly and plays an active role in shaping the project's direction and key decision points. Together, these engagement strategies represent a model for how LADOT collaborates with agency partners and community organizations to embed shared decision-making power into the planning process, advancing equitable and community-driven transportation projects across Los Angeles.



COMMUNITY PILLAR GOALS

- C.1** Enhance external communications to better connect with residents.*
- C.2** Strengthen partnerships both within LADOT and across City bureaus, agencies, and local organizations.*

**Aligned with Mayoral priorities.*

COMMUNITY PILLAR OUTCOMES

- ✓ More Los Angeles residents know LADOT and are prepared for upcoming projects and improvements in their community.
- ✓ There is increased public awareness about the positive outcomes of LADOT's work.
- ✓ Collaboration with external stakeholders enables more expedient, coordinated, and high-quality project delivery.



GOAL C.1***Enhance external communications to better connect with residents.**

- A** Document and implement a proactive public communications framework that strengthens coordination with External Affairs, ensures timely and consistent information-sharing with the public, and equips staff with clear guidelines, existing protocols, and training for stakeholder engagement.
- B** Organize regular roundtable discussions with organizations that serve seniors, people with disabilities, and diverse communities to promote equitable resource distribution and to advance Community First Engagement goals.
- C** Equip field operations and public safety staff with public communications materials, such as flyers, QR codes, or postcards with references to other resources.
- D** Improve the accessibility, experience, and interface (UX/UI) of LADOT communications platforms through coordination with other City departments.
- E** Elevate awareness of LADOT's Community First Engagement strategy guidelines and ensure all materials and communication channels adhere to them.
- F** Rotate participation at community events, such as block parties, job fairs, community walks, and bike rides, across all bureaus to raise awareness of and build public familiarity with all LADOT functions.

MEASURING SUCCESS

- ↑** Increase in number of total attendees engaged at events
- ↑** Increase in public awareness of LADOT initiatives

**Aligned with Mayoral priorities.*



GOAL C.2*

Strengthen partnerships both within LADOT and across City bureaus, agencies, and local organizations.

- A** Enhance information-sharing across departments to improve processes, service delivery, and relationships with City Council offices.
- B** Establish shared transportation priorities, workflows, data, and resource needs in collaboration with other City bureaus and public agencies—including Bureau of Engineering and StreetsLA—to ensure coordinated services and project delivery in support of Executive Directive 9 and the City's Capital Investment Program.
- C** Build long-term relationships with community-based organizations and project advisory committees to sustain LADOT's presence in communities beyond a single project.
- D** Establish partnerships with local educational institutions to develop curricula that prepare a diverse set of candidates for civil service exams and to promote student internship opportunities.
- E** Appoint a liaison from each bureau to engage in quarterly LADOT "coffee chats" to build awareness of each bureau's work, strengthen internal partnerships, enhance communication across groups, boost employee morale, and encourage more cross-pollination between teams.

MEASURING SUCCESS

- ⬆ Increase in partnerships with other bureaus, agencies, and organizations
- ⬆ Increase in number of interagency meetings with other bureaus, agencies, and organizations
- ⬆ Increase in % of bureaus with an appointed liaison actively participating in quarterly chats
- ⬆ Increase in number of quarterly coffee chats

**Aligned with Mayoral priorities.*





UNIVERSAL BASIC MOBILITY PROGRAM

In 2021, LADOT launched the Universal Basic Mobility Program (UBM) to expand access to equitable transportation options for South Los Angeles residents. By June 2024, 1,000 low-income residents received a monthly \$150 transportation subsidy for transit, taxis, rideshares, or bike shop purchases. Participants have reported using the funds to run errands, travel to job interviews, and reach medical appointments.

Building on the UBM subsidies, LADOT and partners launched the city's first e-bike lending library, offering 250 e-bikes to community members. Rentals are free for the first six months, allowing participants to explore the benefits of e-bikes without financial constraint. Angelenos have made nearly 2,300 e-bike trips since the lending library opened in 2024.

TRANSPARENCY PILLAR

LADOT will continue to streamline and integrate our processes to support teams across the department, delivering projects and programs more efficiently. By improving our internal systems and developing new standards, we will provide more consistent, high-quality services to the people of Los Angeles.

A SNAPSHOT OF OUR WORK

We continue to provide updated services and public information whenever possible.

Addressed

19,725

service requests through the MyLA311 system.

The MyLA311 requests comprised

9,139

traffic device maintenance requests,

7,166

traffic safety requests,

2,525

permit and parking requests,


895

council and interagency support requests.



We deliver thousands of projects and programs each year and strive to continuously improve our systems and the ways we share information internally and externally. LADOT is focused on creating clear processes to help staff take projects from development to implementation, while reinforcing consistency and quality in our work. This includes refining technical operations manuals, updating contracting and accounting processes, and formalizing project guidance to reduce confusion and help staff deliver services efficiently.

Countless Angelenos rely on our services, and we are committed to making all that we do easier to understand and access. Improvements to tools like MyLA311 are one way we can help residents quickly submit requests and get the help they need.



In Fiscal Year 2024-2025, the Bureau of Accounting processed about 9,000 accounting documents across multiple projects and funding sources, generating \$955 million. The bureau is currently developing a new training program to familiarize staff with the Controller's Manual, ensuring consistency in financial procedures across the department.

TRANSPARENCY PILLAR GOALS

- T.1** Establish replicable frameworks, guidance, and standard operating procedures.
- T.2** Optimize project delivery processes.*
- T.3** Improve internal systems.
- T.4** Increase visibility into LADOT's work.

**Aligned with Mayoral priorities.*

TRANSPARENCY PILLAR OUTCOMES

- ✓ LADOT's internal processes are well-documented, flexible but aligned across teams, and include quality assurance steps.
- ✓ Clear processes reduce administrative burden on staff.
- ✓ Staff have quick access to information on processes and good awareness of how to find the information they need.
- ✓ Information about LADOT's work is easily accessible.
- ✓ Residents have good awareness of LADOT's work.



GOAL T.1

Establish replicable frameworks, guidance, and standard operating procedures.



- A** Establish a framework to guide the implementation of high-priority, grant-funded projects and asset management in alignment with the 2028 Olympic and Paralympic Games.
- B** Establish more data-driven methodologies to enable equitable project delivery, such as the revised methodology for the Residential Speed Hump Program.
- C** Review, document, and disseminate standard workflows and checklists within and across each bureau to simplify data entry and streamline communications.



- D** Establish clear procedures for prioritizing necessary updates to and revisions of traffic control plans.
- E** Document best practices, lessons learned, and key takeaways from the 2026 FIFA World Cup and the 2028 Olympic and Paralympic Games to inform planning and execution of future mega-events in LA.
- F** Update the departmental Manual of Policies and Procedures (MPP) to support consistency and teamwork for all staff.

MEASURING SUCCESS

- Increase in number of milestones met
- Increase in staff satisfaction with new standard procedures



GOAL T.2***Optimize project delivery processes.***

- A** Implement a “plus/delta” discussion at the end of each project to support process and delivery improvements for future projects.
- B** Deploy project management software that is aligned with the Bureau of Engineering to increase visibility into the status of contracts, projects, and work orders across the departments, in support of Executive Directive 9.
- C** Conduct a biannual review of cost estimates and update project and program budgets to reflect significant changes and enhance internal understanding.
- D** Increase adherence to the Project Planning and Development Guide to support consistent project development processes, roles, workflows, and data sharing.
- E** Conduct annual training for all administrative staff to provide support for accounting and contracting processes on departmental priority projects.

MEASURING SUCCESS

-  Increase in % of projects delivered on time
-  Decrease in administrative costs (as a % of project total)

**Aligned with Mayoral priorities.*

GOAL T.3**Improve internal systems.**

- A** Redesign the intranet to streamline onboarding and serve as a centralized hub for essential City and department resources.
- B** Implement an asset management system to effectively oversee the condition of resources, proactively address maintenance needs, and sunset assets that are not in working condition.
- C** Update various administrative applications, such as ARTS, CLATS, and MATS, and develop training to support annual reporting needs and invoicing.
- D** Develop a centralized accounts receivable and accounts payable system to streamline accounting processes across the department.
- E** Develop an online chat system for Communications Center dispatch staff and Parking Enforcement and Traffic Control staff to improve response time to requests in the field.

MEASURING SUCCESS

-  Decrease in average turnaround time for administrative tasks
-  Decrease in project management costs as a % of project costs

GOAL T.4

Increase visibility into LADOT's work.

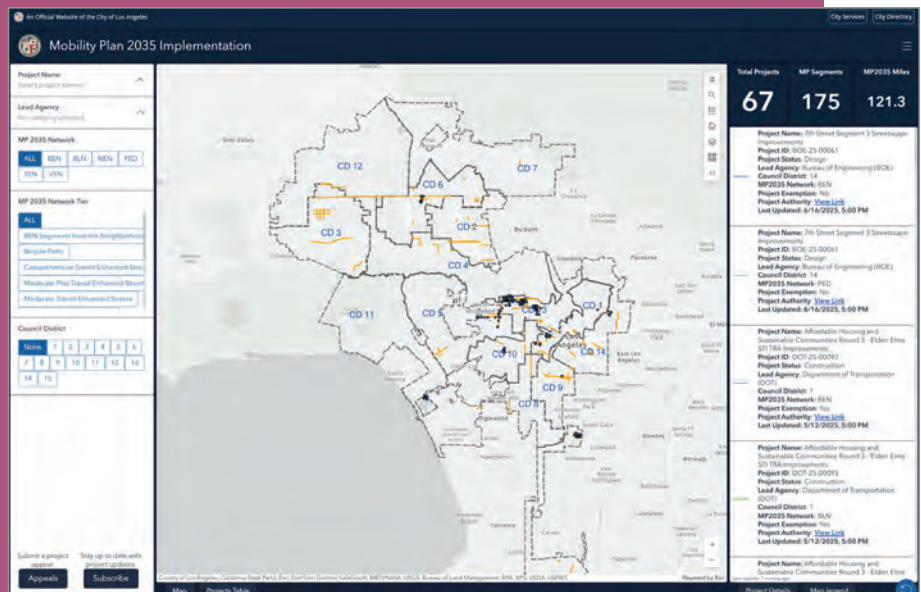
- A** Coordinate with Bureau of Engineering and other City departments to include LADOT layers and relevant transportation datasets in regular NavigateLA updates.
- B** Create and provide quarterly updates to an interactive web map or dashboard that displays LADOT's completed and ongoing projects, beginning with large-scale efforts.
- C** Work with LA Information Technology Agency to enhance the 311 system, improving departmental notifications and increasing visibility for residents.
- D** Ensure that every project and program has an external-facing website that follows a consistent standard, including quarterly updates.

MEASURING SUCCESS

- ⬆ Increase in number of visitors to LADOT website
- ⬆ Increase in number of announcements or social media posts from LADOT about projects
- ⬆ Increase in number of impressions on social media posts
- ⬆ Increase in number of interactions and briefings with Mayor's Office

MOBILITY PLAN 2035 IMPLEMENTATION DASHBOARD

The Mobility Plan 2035 Implementation Dashboard is a new tool that displays where the City is planning mobility improvements on our streets in accordance with the adopted transportation element of the General Plan. These projects will improve connectivity and infrastructure for people walking, rolling, biking, taking public transit, and driving.





ROAD TO IMPLEMENTATION

Implementing this Strategic Plan will require consistent attention, especially as we focus on delivering legacy projects and core services that are critical to regional mobility.

This roadmap highlights how we'll advance the plan over the next five years. It is complemented by an implementation matrix, which provides details about the timeline for each strategy, and the dashboard that helps us track our progress. Reporting on our accomplishments each year—along with detailed metrics and outcomes—advances our commitment to accountability, transparency, and progress for the communities we serve.

Our five-year implementation plan prioritizes strategies aligned with current fiscal constraints, allowing us time to prepare for an uncertain future while remaining optimistic about growth. We'll approach implementation in three phases:

- **Short-term:** Monitor financial health and align staff resources to core services
- **Medium-term:** Identify areas for staff growth and program expansion
- **Long-term:** Advance more resource-intensive programs as staff numbers grow



ANNUAL IMPLEMENTATION ROADMAP

2025

- ✓ Strategic Plan published
- ✓ Begin planning Year One actions

2026

- ✓ Implement Year One actions
- ✓ Provide annual updates to staff
- ✓ Begin planning Year Two actions

2027

- ✓ Implement Year Two actions
- ✓ Provide annual updates to staff
- ✓ Assess lessons learned and adjust as needed
- ✓ Begin planning Year Three actions

2028-2030

- ✓ Continue to plan and implement actions for Years Three, Four, and Five
- ✓ Provide updates to staff, including progress from previous years
- ✓ Provide additional support, such as training and new staff, as resources become available

MOVING FORWARD

We know that transparency and accountability matter—they're among our core values.

To uphold our commitments, LADOT will track progress on the Strategic Plan and report regularly on both metrics and outcomes. We are launching the Strategic Plan dashboard to help all offices and bureaus see how their work aligns with the plan's goals. This will foster collaboration, encourage staff to share knowledge, and build trust internally and with the community.

The dashboard provides an easy way for all staff to understand the progress we're making on each strategy identified in the Strategic Plan. Each

strategy is assigned an initiation year and quarter (for example, Q1 2026). The dashboard tracks the number of active strategies for the current quarter and describes their status: not started, in progress, and complete.

Beyond reporting on progress toward completing the strategies, we know our partners and the community want to understand how the Strategic Plan is improving their lives. We will communicate that story using metrics and outcomes.



SAFETY PILLAR

GOAL S.1: Improve the workplace safety of LADOT staff and contractors working in field operations, public safety, or other public-facing positions.*

STRATEGY	INITIATION YEAR
A. Identify and implement a safety training program for each division.	2026
B. Provide all field staff with high-quality and high-visibility personal protective equipment and necessary tools, such as new radios and right-sized vehicles, to improve safety and boost visibility in the field.	2026
C. Evaluate security needs at field facilities and develop recommendations and costs for improvements to ensure staff feel safe working at all times of the day.	2027

GOAL S.2: Update tools and enhance processes to advance safer streets.*

STRATEGY	INITIATION YEAR
A. Modernize and update all LADOT street design standards and guidelines with gender-inclusivity in mind, developing a clear project review framework with the Complete Streets Committee to expedite safety projects.	2026
B. Streamline coordination with agency partners to complete traffic signal and geometric design plans, both permanent and temporary, for internal and external programs and projects.	2026
C. Identify and advance opportunities to address the backlog of maintenance requests and improve coordination and response times.	2027
D. Standardize post-implementation evaluation processes for safety projects.	2029



**Aligned with Mayoral priorities.*

GOAL S.3: Develop staff and community expertise in safety-related initiatives.

STRATEGY	INITIATION YEAR
A. Create a team to keep abreast of new Executive Directives, Assembly Bills, and Senate Bills that may affect safety work, and adjust LADOT's policies and Transportation Assessment Guidelines accordingly.	2026
B. Coordinate with autonomous vehicle (AV) companies in partnership with the California Public Utilities Commission and Department of Motor Vehicles to identify and plan for the safety features used to interact with pedestrians, bicyclists, and traffic control officers.	2026
C. Develop and launch safety education campaigns in collaboration with neighborhood councils, community-based organizations, advocates, and schools.	2027
D. Hold quarterly lunch-and-learn sessions to train all staff on critical topics, including safety-focused initiatives and accessibility requirements (e.g., Measure Healthy Streets LA, gender-inclusive design, Americans with Disabilities Act).	2028
E. Train staff on data requirements to support safety project budget requests in alignment with department commitments, such as equitable project delivery.	2029

GOAL S.4: Advance priority projects on high-injury corridors, non-arterial streets, and near schools.*

STRATEGY	INITIATION YEAR
A. Use a data-driven approach to proactively identify and address safety hot spots through targeted interventions, new signal and enforcement technology, intersection daylighting, and interim design solutions to reduce crashes.	2027
B. Create a multi-year work program to advance Vision Zero projects in partnership with Department of Public Works.	2028
C. Develop an annual bicycle and pedestrian data collection program to document trends and inform the expansion of active transportation infrastructure.	2030

*Aligned with Mayoral priorities.

RESILIENCY PILLAR

GOAL R.1: Expand emergency management systems and training across the department.*

STRATEGY	INITIATION YEAR
A. Establish an LADOT Department Operations Center with up-to-date systems, software, training, and resources (e.g., emergency food and water) to ensure staff can dynamically respond to planned special events and unforeseen occurrences.	2026
B. Conduct emergency preparedness and disaster response training for all LADOT staff twice a year, with a focus on lessons learned from recent events.	2026
C. Organize gatherings after unforeseen occurrences or emergency events to check on all LADOT staff, provide emotional and mental health resources, and debrief what went well and what could be improved.	2026
D. Implement at least two Incident Management Teams (IMTs) to support emergency operations, including trainings, exercises, and recall policies.	2027
E. Establish and document rapid response plans for natural disasters or special events, preparing LADOT's teams for their unique roles.	2027

GOAL R.2: Update and enhance legacy systems to support resilient operations.*

STRATEGY	INITIATION YEAR
A. Develop new approaches to mitigate the impacts of copper theft on the Advanced Transportation System and Coordination (ATSAC) infrastructure.	2026
B. Develop a plan to transition from legacy systems to updated ATSAC software and infrastructure for traffic control devices and signals.	2026
C. Upgrade the communications center for Parking Enforcement and Traffic Control Officers, linking it to the City's Emergency Operations Center.	2027

GOAL R.3: Develop sustainable funding and project deployment strategies.

STRATEGY	INITIATION YEAR
A. Develop and implement funding plans for legacy Olympic projects in collaboration with the Mayor's Office and Department of Public Works.	2026
B. Expand the deployment of quick-builds and pilot programs as cost-effective measures.	2026
C. Conduct a fare analysis for LADOT and DASH services, in alignment with the Gender Equity Action Plan, to assess whether fare adjustments could help sustain other programs and maintain high-quality services.	2027
D. Assess pilot projects, such as Universal Basic Mobility, for conversion to permanency, identify longer-term funding mechanisms, and ensure documented paths for adoption.	2029

*Aligned with Mayoral priorities.

GOAL R.4: Advance high-priority electrification and low-emission projects.*

STRATEGY	INITIATION YEAR
A. Establish a program to permit private sector, on-street EV charging in the right-of-way.	2026
B. Collaborate with Metro and Department of Public Works to deliver first/last mile improvements and mobility hubs at rail and high-capacity transit stations that are compliant with Metro's 3% First/Last Mile requirements.	2026
C. Accelerate zero-emissions bus deployment, including identifying grants and funding opportunities for electrification of the bus fleet and bus yards.	2027
D. Advance electrification of City vehicles (e.g., field check vehicles, parking enforcement vehicles) with supportive charging infrastructure.	2029
E. Expand access to affordable and low-emission transportation options (e.g., EV car sharing, bikeshare and e-bike lending, EV shuttles, EV charging) for equity communities as described in the Gender Equity Action Plan.	2029
F. Partner with private operators to encourage adoption of low- or zero-emission vehicles for delivery, ride-hailing, and taxi fleets.	2029



*Aligned with Mayoral priorities.

INNOVATION PILLAR

GOAL 1.1: Expand use of new technology across the transportation network.*

STRATEGY	INITIATION YEAR
A. Upgrade all parking equipment at LADOT-owned parking structures and at the curb, expanding the use of Automated License Plate Recognition (ALPR).	2026
B. Enhance curb management practices through the Code the Curb project, including expanded text-to-pay and pay-by-app options, a digital parking permit system, and exploration of dynamic pricing in commercial loading zones.	2026
C. Expand the mobility data specification (MDS) beyond scooters and bicycles to incorporate autonomous vehicles, including buses and delivery vehicles.	2027
D. Use pilot programs as a best practice to introduce innovations tied to the 2028 Games into the transportation network.	2027
E. Incorporate greater use of ALPR technology into overall enforcement activities to improve operational efficiency and ensure consistent practices.	2028

GOAL 1.2: Upgrade systems and processes to maximize efficiency.*

STRATEGY	INITIATION YEAR
A. Implement more customer-friendly options for citation appeals and payment, such as virtual hearings and expanded payment plans.	2026
B. Smooth ATSAC integration across external traffic management systems to increase compatibility.	2027
C. Modernize department processes by working with a staff advisory group to identify needed digital tools, upgrade software and hardware, and adopt an integrated paperless workflow for all bureaus.	2027
D. Evaluate new traffic modeling and simulation software to streamline, enhance, or support bureau priorities and staff work plans.	2030

*Aligned with Mayoral priorities.

GOAL I.3: Train staff in new and evolving technologies and practices.

STRATEGY	INITIATION YEAR
A. Develop a clear yet flexible policy that builds from citywide guidance to outline appropriate uses of Artificial Intelligence (AI) within LADOT.	2027
B. Train staff on the use of AI in project ideation and other tasks while addressing concerns about AI's impact on current jobs.	2027
C. Build on work underway to cultivate in-house knowledge of the MDS and support internal maintenance of department dashboards.	2027
D. Develop and implement a department-wide rotation program to introduce staff to new technologies and promote professional development.	2029
E. Develop department-wide literacy in and capacity to use data analysis tools.	2029
F. Work with expert vendors to facilitate biannual training sessions for all staff on emerging technologies and practices both within and outside the transportation industry, including AI, big data, and technologies proposed by contractors.	2030



COMMUNITY PILLAR

GOAL C.1: Enhance external communications to better connect with residents.*

STRATEGY	INITIATION YEAR
A. Document and implement a proactive public communications framework that strengthens coordination with External Affairs, ensures timely and consistent information-sharing with the public, and equips staff with clear guidelines, existing protocols, and training for stakeholder engagement.	2027
B. Organize regular roundtable discussions with organizations that serve seniors, people with disabilities, and diverse communities to promote equitable resource distribution and to advance Community First Engagement goals.	2027
C. Equip field operations and public safety staff with public communications materials, such as flyers, QR codes, or postcards with references to other resources.	2027
D. Improve the accessibility, experience, and interface (UX/UI) of LADOT communications platforms through coordination with other City departments.	2028
E. Elevate awareness of LADOT's Community First Engagement strategy guidelines and ensure all materials and communication channels adhere to them.	2028
F. Rotate participation at community events, such as block parties, job fairs, community walks, and bike rides, across all bureaus to raise awareness of and build public familiarity with all LADOT functions.	2030



*Aligned with Mayoral priorities.

GOAL C.2: Strengthen partnerships both within LADOT and across City bureaus, agencies, and local organizations.*

STRATEGY	INITIATION YEAR
A. Enhance information-sharing across departments to improve processes, service delivery, and relationships with City Council offices.	2026
B. Establish shared transportation priorities, workflows, data, and resource needs in collaboration with other City bureaus and public agencies—including Bureau of Engineering and StreetsLA—to ensure coordinated services and project delivery in support of Executive Directive 9 and the City's Capital Investment Program.	2026
C. Build long-term relationships with community-based organizations and project advisory committees to sustain LADOT's presence in communities beyond a single project.	2028
D. Establish partnerships with local educational institutions to develop curricula that prepare a diverse set of candidates for civil service exams and to promote student internship opportunities.	2029
E. Appoint a liaison from each bureau to engage in quarterly LADOT "coffee chats" to build awareness of each bureau's work, strengthen internal partnerships, enhance communication across groups, boost employee morale, and encourage more cross-pollination between teams.	2030



*Aligned with Mayoral priorities.

TRANSPARENCY PILLAR

GOAL T.1: Establish replicable frameworks, guidance, and standard operating procedures.

STRATEGY	INITIATION YEAR
A. Establish a framework to guide the implementation of high-priority, grant-funded projects and asset management in alignment with the 2028 Olympic and Paralympic Games.	2026
B. Establish more data-driven methodologies to enable equitable project delivery, such as the revised methodology for the Residential Speed Hump Program.	2026
C. Review, document, and disseminate standard workflows and checklists within and across each bureau to simplify data entry and streamline communications.	2027
D. Establish clear procedures for prioritizing necessary updates to and revisions of traffic control plans.	2027
E. Document best practices, lessons learned, and key takeaways from the 2026 FIFA World Cup and the 2028 Olympic and Paralympic Games to inform planning and execution of future mega-events in LA.	2028
F. Update the departmental Manual of Policies and Procedures (MPP) to support consistency and teamwork for all staff.	2029

GOAL T.2: Optimize project delivery processes.*

STRATEGY	INITIATION YEAR
A. Implement a "plus/delta" discussion at the end of each project to support process and delivery improvements for future projects.	2026
B. Deploy project management software that is aligned with the Bureau of Engineering to increase visibility into the status of contracts, projects, and work orders across the departments, in support of Executive Directive 9.	2027
C. Conduct a biannual review of cost estimates and update project and program budgets to reflect significant changes and enhance internal understanding.	2027
D. Increase adherence to the Project Planning and Development Guide to support consistent project development processes, roles, workflows, and data sharing.	2027
E. Conduct annual training for all administrative staff to provide support for accounting and contracting processes on departmental priority projects.	2027

*Aligned with Mayoral priorities.

GOAL T.3: Improve internal systems.

STRATEGY	INITIATION YEAR
A. Redesign the intranet to streamline onboarding and serve as a centralized hub for essential City and department resources.	2026
B. Implement an asset management system to effectively oversee the condition of resources, proactively address maintenance needs, and sunset assets that are not in working condition.	2027
C. Update various administrative applications, such as ARTS, CLATS, and MATS, and develop training to support annual reporting needs and invoicing.	2027
D. Develop a centralized accounts receivable and accounts payable system to streamline accounting processes across the department.	2027
E. Develop an online chat system for Communications Center dispatch staff and Parking Enforcement and Traffic Control staff to improve response time to requests in the field.	2028

GOAL T.4: Increase visibility into LADOT's work.

STRATEGY	INITIATION YEAR
A. Coordinate with Bureau of Engineering and other City departments to include LADOT layers and relevant transportation datasets in regular NavigateLA updates.	2026
B. Create and provide quarterly updates to an interactive web map or dashboard that displays LADOT's completed and ongoing projects, beginning with large-scale efforts.	2027
C. Work with LA Information Technology Agency to enhance the 311 system, improving departmental notifications and increasing visibility for residents.	2028
D. Ensure that every project and program has an external-facing website that follows a consistent standard, including quarterly updates.	2029



GLOSSARY OF TERMS

Advanced Transportation System and Coordination (ATSAC): Technology built in the 1980s that dynamically changes signal timing based on traffic conditions. ATSAC covers over 4,900 traffic signals, 80 light rail signals, 55 pedestrian hybrid beacons, 1,500 bus transit priority signals, and more.

Americans with Disabilities Act (ADA): Passed in 1990, the ADA prohibits discrimination against people with disabilities and ensures equal opportunity and access. ADA accessibility regulations apply to curb ramps, sidewalks, buses, rail cars, transit stops, paths of travel, and more.

Artificial Intelligence (AI): Computer systems that are trained to simulate human intelligence. A subset in this growing industry is generative AI, which is capable of creating new content.

ARTS, CLATS, MATS: Internal administrative programs to support LADOT operations. MATS stands for Materials Automated Tracking System

Automated License Plate Recognition (ALPR): An image-processing technology that “reads” license plates to identify vehicles, which can be useful for parking management.

Autonomous Vehicles (AV): Sometimes called “self-driving cars,” these vehicles use technology to operate with little to no human assistance.

California Public Utilities Commission (CPUC): A state agency that regulates passenger transportation companies in addition to privately-owned utilities (e.g., electric, gas, telecommunications, water). CPUC issues permits to AV companies like Waymo and transportation network companies, such as Uber and Lyft, that allow them to carry passengers.

Code the Curb: A digital inventory of curbs, signs, and markings. This helps LADOT regulate curb space and allow drivers, delivery operators, and rideshare vehicles to park more efficiently and prevent circling and blocking roads and bikeways.

Community First Engagement: A strategy that incorporates the viewpoints, lived experiences, and perspectives of those most impacted by transportation projects. The framework identifies language access needs, culturally relevant programming, and other services.

Department Operations Center: A central location from which LADOT can provide support to field responders when the need arises. The DOC manages situational awareness and coordinates resources specifically for internal department operations, sharing information with the EOC and following Incident Command System structures. LADOT may activate a DOC to manage information and resources assigned to the incident specific to the department's activities.

Emergency Operations Center: A facility at 500 E Temple Street that serves as the coordination center for the City of Los Angeles' emergency response activities.

Gender Equity Action Plan: Published in 2024, this is LADOT's first plan aimed at creating a gender-inclusive transportation system. The plan focuses on improving safety, design, fare policy, and service reliability to better address the needs of underserved women and other marginalized groups, including people who are low-income and/or belong to Black, Indigenous, and People of Color (BIPOC) communities.

Incident Management Teams (IMTs):

Trained personnel who can support emergency operations centers during emergency events.

LA28: The privately funded and independent organizing committee for the 2028 Olympic and Paralympic Games hosted in Los Angeles.

LA Information Technology Agency: The City of Los Angeles' technology department that manages the MyLA311 service.

Legacy Olympic Projects: Transportation projects that are not Games-specific but are leveraging the momentum of the Olympic and Paralympic Games to aim for a completion year of 2028.

Manual of Policies and Procedures (MPP):

Sets the uniform policies and procedures for the management, administration, engineering, and field functions of LADOT. It acts as a comprehensive guide for LADOT personnel in typical situations, but it doesn't exclude other solutions. The instructions are subject to change based on experience, and deviations must be approved by the appropriate authority.

Measure Healthy Streets LA (HLA): A ballot measure approved by voters in 2024. When a qualifying improvement, such as street paving, is scheduled, the City is required to also implement improvements listed in the Mobility Plan 2035. The City is also required to provide information on these street improvements on a public online portal.

Mobility Data Specification (MDS): An open-source tool that helps cities manage private mobility providers that use the public right-of-way, such as dockless scooters, bikes, buses, and taxis.

NavigateLA: A web-based mapping application developed by the City of Los Angeles' Bureau of Engineering.

Promotoras: A lay Hispanic/Latino community member who receives specialized training to provide basic health education and outreach within their community. Promotoras work to bridge the gap between healthcare systems and underserved populations. They are trusted members of the community and help promote healthy behaviors, connect people to resources, and educate on various topics.

Residential Speed Hump Program: LADOT's primary method of installing speed humps on streets with speed limits of 30 mph or less. As of March 2025, LADOT is transitioning from an application-based system to a data-informed prioritization process to determine new speed hump locations.

Transportation Assessment Guidelines: The City of Los Angeles' standards for preparation of a transportation assessment, which includes criteria for reviewing a transportation or land use development project's objectives and requirements. Vehicle miles traveled (VMT) is the primary transportation performance metric for evaluating a project's impacts on the environment and transportation system.

Universal Basic Mobility (UBM): Based on the idea that everyone has the right to safe, reliable, and affordable transportation, this approach aims to eliminate structural barriers that restrict people's mobility. LADOT's UBM pilot includes offering a prepaid debit card to act as a "mobility wallet," an e-bike lending library, electric vehicle charging stations, and other improvements.

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