

WENDY GREUEL
CONTROLLER

May 29, 2012

City Council
c/o City Clerk
Room 395, City Hall

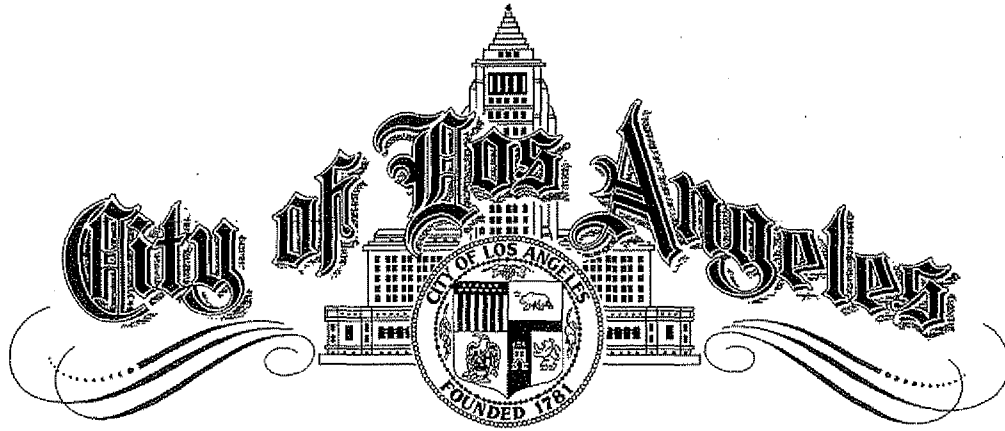
Dear Honorable Members of the City Council:

Attached, please find follow up correspondence to the Controller's report entitled "Comprehensive Management Review of the Los Angeles Department of Transportation" released earlier this year (C.F. 12-0641).

Sincerely,

A handwritten signature in black ink, appearing to read 'W. Greuel', is written over the typed name.

WENDY GREUEL
City Controller



WENDY GREUEL
CONTROLLER

May 22, 2012

Jaime de la Vega, General Manager
Department of Transportation
100 S. Main Street, 10th Floor
Los Angeles, CA 90012

Dear Mr. de la Vega:

**SUBJECT: EVALUATION OF STATUS OF RECOMMENDATIONS RELATED TO
STRATEGY AND ORGANIZATION IN LADOT'S COMPREHENSIVE
MANAGEMENT REVIEW**

In connection with our April 30, 2012 report "Comprehensive Management Review of the Los Angeles Department of Transportation", we reviewed the documentation submitted by your Department to support your reported statuses for the eleven recommendations noted in the final report related to Strategy and Organizational Philosophy. You reported ten recommendations as Implemented (III-1; III-2; V-1; V-2; V-3; V-4; V-5; V-7; V-10; and V-11), and four as Partially Implemented/In Progress (III-3; V-6; V-8; and V-9). Based on our review of the documentation, we accept these statuses and will report them as such on the next Audit Scorecard.

My office may follow up with your Department in the future regarding the status of the outstanding recommendations.

If you have any questions or comments, please contact Farid Saffar, Director of Auditing, at (213) 978-7392.

Sincerely,


A handwritten signature in black ink, appearing to read 'W. Greuel', written in a cursive style.

WENDY GREUEL
City Controller

**CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE**

Date: May 7, 2012

To: Honorable Wendy Greuel, Controller
Attention: Farid Saffar, Director of Auditing

From: Jaime de la Vega, General Manager
Department of Transportation 

Copy: Gaye Williams, Chief of Staff, Mayor's Office
Borja Leon, Deputy Mayor

Subject: **STATUS OF STRATEGY AND ORGANIZATIONAL PHILOSOPHY
RECOMMENDATIONS IN MANAGEMENT REVIEW**

SUMMARY

This memo and the attachments describe the Los Angeles Department of Transportation's (LADOT) progress to date on the strategy and organizational philosophy recommendations made by KH Consulting Group and is a follow-up to your letter to me dated May 1, 2012 requesting a report back by May 30, 2012.

DISCUSSION

Your letter asked for an update on 14 specific recommendations. Attached is the matrix that accompanied your letter, with "Current Status", "Basis for Status", and "Target Date for Implementation" fields completed for all 14 recommendations.

Also attached are three internal memoranda from me to LADOT staff regarding re-organization and cultural issues that are referenced in the completed matrix:

- "LADOT Re-Organization", February 17, 2012
- "Vision, Mission, Motto & Values", February 29, 2012
- "LADOT Re-Organization, Part 2", April 16, 2012

Feel free to contact me at any time if you need additional information.

Attachments: 4

Report Title:
 Report Issuance Date:
 Department responsible for Implementation:
 Reported Status Date:

Comprehensive Management Review of the Los Angeles Department of Transportation
 April 30, 2012
 Transportation
 May 7, 2012

				DEPARTMENT REPORTED INFORMATION		
Finding Number	Summary Description of Finding	Rec. No.	Recommendation	Current Status	Basis for Status	Target Date for Implementation
III	Strategy		LADOT Management should:			
1	LADOT needs to revisit, redefine, and promote its vision, mission, values, and transportation planning principles.	1	Adopt vision and mission statements and promote them within LADOT and with other stakeholders.	I	GM memo re: vision, mission, and values sent to all LADOT employees (02/29/12). GM preview to executive team and action plan team members at meeting on 02/27/12. New "daily brief" communication tool to all LADOT employees and external stakeholders started 03/01/12.	02/29/12 and on-going
		2	Define and emphasize the importance of values in its work culture by emulating them in their work within the Department and with stakeholders.	I	GM memo re: vision, mission, and values sent to all LADOT employees (02/29/12). GM preview to executive team and action plan team members at meeting on 02/27/12. New "daily brief" communication tool to all LADOT employees and external stakeholders started 03/01/12. Values reinforced at weekly executive team meetings and daily during working meetings and supervisor to subordinate interaction.	02/29/12 and on-going
		3	Define its transportation planning principles that will enable the City to achieve the vision.	PI	Draft principles identified by executive team. GM is using internally. Macro principles should and will be presented to Mayor and City Council for approval. Some of the principles will be articulated in the updated Transportation/Mobility Element being prepared by Department of City Planning in partnership with LADOT, which is a multi-year effort already underway.	FY 2013+
V	Organizational Philosophy					
2	The organizational principles build on the importance of being a service-oriented Department, responsive to customers and stakeholders.	1	LADOT should adopt organizational principles	I	Re-organization completed. KH Consulting Group conducted training and interactive discussion for LADOT executive team during their engagement. Overall philosophy articulated in GM memo re: vision, mission, and values sent to all LADOT employees (02/29/12). GM memos on re-organization sent to all LADOT employees on 02/17/12 and 04/16/12.	02/17/12, 02/29/12, 04/16/12 and on-going
		2	LADOT should streamline the organization and emphasize the role of professional managers with delegated authorities.	I	Re-organization completed. GM memos on re-organization sent to all LADOT employees on 02/17/12 and 04/16/12. Values reinforced at weekly executive team meetings and daily during working meetings and supervisor to subordinate interaction.	02/17/12, 04/16/12 and on-going
		3	LADOT should establish a more simplified structure where like-functions are grouped and focus on core services.	I	Re-organization completed. GM memos on re-organization sent to all LADOT employees on 02/17/12 and 04/16/12. Values reinforced at weekly executive team meetings and daily during working meetings and supervisor to subordinate interaction.	02/17/12, 04/16/12 and on-going

Report Title:
 Report Issuance Date:
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Comprehensive Management Review of the Los Angeles Department of Transportation
 April 30, 2012
 Transportation
 May 7, 2012

Finding Number	Summary Description of Finding	Rec. No.	Recommendation	DEPARTMENT REPORTED INFORMATION		
				Current Status	Basis for Status	Target Date for Implementation
		4	In addition to Executive administration, the Office of the General Manager should consist of three other staff functions.	I	Re-organization completed. GM memos on re-organization sent to all LADOT employees on 02/17/12 and 04/16/12. Values reinforced at weekly executive team meetings and daily during working meetings and supervisor to subordinate interaction. Note that "Long- Range Planning" identified in KH report titled "Planning" in re-organization and is a Year 1 initiative. Will be impacted by city budget and managed hiring process.	02/17/12, 04/16/12 and on-going
		5	Executive Officers represent LADOT's Executive team and, as such, should focus on LADOT's core services.	I	Re-organization completed. GM memos on re-organization sent to all LADOT employees on 02/17/12. New business cards received. Executive team using new titles.	02/17/12
		6	Division Managers represent LADOT's management group in charge of sizable operations, services, projects, or programs.	PI	Re-organization completed. GM memos on re-organization sent to all LADOT employees on 02/17/12. New business cards received. Executive team using new titles. Division-level mission statements pending (1Q FY 2013).	2/17/2012 & 1Q FY 2013
		7	Executive Officers should ensure that the functions assigned to them are logically defined as Division, Section, or Team.	I	Re-organization completed. GM memos on re-organization sent to all LADOT employees on 02/17/12.	02/17/12
		8	LADOT should a new centralized function for contract, procurement, and grants administration.	PI/D	A new procurement & contract administration division formed as part of the re-organization (02/17/12). Division manager named (04/16/12). Due to staff shortages and nature of specific types of grants, combining grants administration functions into the division is deferred indefinitely.	02/17/12 and 04/16/12
		9	LADOT should build a meaningful Human Resources Division that reflects best practices of the 21st century.	PI	There are total of 11 recommendations and sub-recommendations that the GM concurs with. Four are in progress, six are year 1 efforts, and one is a year 2 effort. All the recommendations may be deferred permanently if the human resources consolidation into Department of Personnel is effectuated, though LADOT would still want to see the service improvements identified by KH Consulting Group.	Through FY 2014
		10	LADOT should consider the pros and cons of aligning Franchise & Taxicab Regulations with Parking Management versus Transit Services.	I	The GM has considered this option and rejected it. The nature of franchise and taxicab is regulatory and has no operational relationship to transit operations. The two organizational units will continue to coordinate as needed. Also needed to balance workload between executive officers. No further action will be taken on this recommendation.	02/17/12

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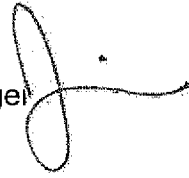
Finding Number	Summary Description of Finding	Rec. No.	Recommendation	DEPARTMENT REPORTED INFORMATION		
				Current Status	Basis for Status	Target Date for Implementation
		11	LADOT should promote its values and in team-Departmental collaboration and teamwork.	I	GM memo re: vision, mission, and values sent to all LADOT employees (02/29/12). GM preview to executive team and action plan team members at meeting on 02/27/12. Collaborative efforts were begun on June 3, 2011 and continue, e.g. weekly executive team meeting.	02/29/12

I - Implemented
 PI - Partially Implemented or In Progress
 NI - Not Implemented
 D - Disagree

Note: "Rec. No." corrected to reflect numbers in consultant report.

**CITY OF LOS ANGELES
INTRA-DEPARTMENTAL MEMORANDUM**

Date: February 17, 2012
To: All LADOT Employees
From: Jaime de la Vega, General Manager
Subject: **LADOT RE-ORGANIZATION**



Summary

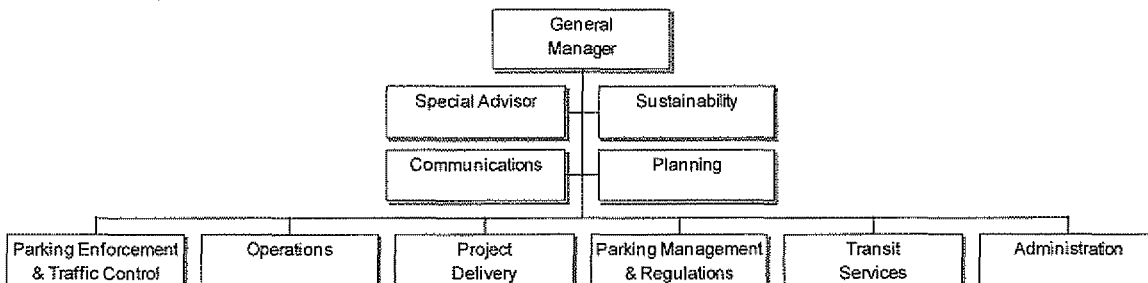
This memorandum and the attached organization chart describe changes to the leadership and organization of LADOT. These are effective Monday, February 27, 2012.

Preface

As you are aware, at the request of Mayor Villaraigosa, the Controller retained KH Consulting Group to conduct a management review of the department. Part of their work included completing an organizational analysis of LADOT and making recommendations on revisions to our organizational structure to improve the performance of the department. The changes detailed below reflect my decision on how best to structure LADOT to effectively run the department, deliver the priorities of the Mayor and City Council, and – ultimately – to serve the public. I look forward to building on our success over the past nine months as LADOT starts a new chapter as a leading city department that touches the lives of every Angeleno on a daily basis.

Organization Structure

The new structure consists of six major operating groups and three special offices, all reporting directly to the general manager. Organizational units under groups are referred to as "divisions". See below for an overview of the new organizational structure and attached for more details. Note that some organizational units have been re-named or updated slightly.



Executive Officers

- Executive Officer, Parking Enforcement & Traffic Control (Chief)
Greg Savelli
- Executive Officer, Operations
Selwyn Hollins
- Executive Officer, Project Delivery
Zaki Mustafa
- Executive Officer, Parking Management & Regulations
Amir Sedadi
- Executive Officer, Transit Services
Jim Lefton
- Executive Officer, Administration
Robert Andalon
- Executive Officer, Communications (Communications Director)
Bruce Gillman
- Executive Officer, Sustainability
Dee Allen

Operating Groups

The operating groups deliver the department's services to the public.

Parking Enforcement & Traffic Control – Greg Savelli

The parking enforcement & traffic control group is led by Chief Greg Savelli. As noted previously, Greg is the former chief of police for the City of Hermosa Beach where he oversaw both sworn police officers and traffic officers. The current reporting relationship directly to the general manager that I put in place in June 2011 is made permanent. This group focuses on ensuring public safety through traffic control and enforcement of state and city parking laws:

- Deputy Chief (Christine Mata)
- Central & South Area Office (LaTonya Allen)
- Valley Area Office (Richard Rea)
- Hollywood Area Office (Devon Farfan)
- Special Services (R.C. Smith)
- Western Area Office (Tom Villareal)

Operations – Selwyn Hollins

The operations group is led by Selwyn Hollins. Selwyn most recently oversaw budget, finance, and administration for the department and has held various positions in city government, including operations experience at LAX. This group focuses on day-to-day activities related to the city's streets and includes a new emergency preparedness unit:

- ATSA Operations (Bill Shao)
- District Operations (Brian Gallagher and Roy Kim)
- Emergency Preparedness (Christine Mata) Effective May 1, 2012
- Emergency Response & Special Traffic Control (Aram Sahakian)
- Field Operations (Scott Morrill)
- Temporary Traffic Management (Don Schima)

Selwyn also will continue as the lead executive for the Business Solutions Group.

Project Delivery – Zaki Mustafa

The project delivery group is led by Zaki Mustafa. Zaki most recently oversaw field operations for the department and previously headed geometric design for LADOT. This group is responsible for developing various construction projects in the department through planning, environmental, and design as well as supporting sister agencies such as MTA on major public works projects in the city. The following divisions are part of this new group:

- Design (Verej Janoyan)
- Development Services (Jay Kim)
- Highway (Ken Husting)
- Pedestrian (Pauline Chan)
- Transit & Bicycle (Kang Hu)

Parking Management & Regulations – Amir Sedadi

The parking management & regulations group continues to be led by Amir Sedadi. Amir has managed parking operations for both the cities of Los Angeles and Pasadena and previously acted as interim general manager at LADOT. This group is responsible for managing parking infrastructure assets, permits, and regulatory services (taxi, non-emergency ambulance, and pipeline):

- Parking Facilities (Rene Sagles)
- Parking Meters (Dan Mitchell)
- Parking Permits (Yadi Hashemi)
- Taxi & Franchise (Tom Drischler)

Transit Services – Jim Lefton

The transit services group continues to be led by Jim Lefton. Jim has 27 years of experience running transit services in Los Angeles County at LADOT and the former Southern California Rapid Transit District. This group is responsible for operating the second largest transit system in Los Angeles County:

- Specialized Transit & Administration (Kari Derderian)
- Transit Development (Phi Aker)
- Transit Operations (Corrine Ralph)

Administration – Robert Andalon

The administration group is led by Robert Andalon. Robert most recently oversaw parking operations support and adjudication and has deep experience in city government working on financial and administrative issues. This group is responsible for supporting the operations of other groups, preparing and managing the department's budget, and other finance and administrative functions:

- Accounting (Guido Marucut)
- Budget & Finance (Greta Stanford)
- Human Resources (Don Harrahill)
- Information Technology (Michael Shimokochi)
- Parking Operations Support & Adjudication (Wayne Garcia)
- Procurement & Contract Administration (TBD)
- Risk Management & Audit (Zernan Abad)

Offices

The following offices support the general manager directly as well as the operating groups.

Communications

The communications office continues to be led by Bruce Gillman. Bruce previously was a lieutenant colonel in the U.S. Air Force and served in various communications capacities for the military, including work at the Pentagon. This office is responsible for internal and external communications.

Sustainability

The sustainability office continues to be led by Detrich (Dee) Allen. Dee has broad experience in city government and management and previously was general manager of the Environmental Affairs Department. This office is responsible for sustainability issues for the department. Dee also is responsible for overseeing implementation of the action plans developed by LADOT staff in conjunction with KH Consulting Group.

Planning

A new planning office will be formed in the near future focusing on citywide policy development, long-term thinking, and advanced planning. Staffing for this office will be announced in the future.

Other

I also want to mention two other organizational notes.

Emergency Preparedness Working Group

In addition to the new emergency preparedness division in operations, we are continuing our multidisciplinary emergency preparedness working group consisting of:

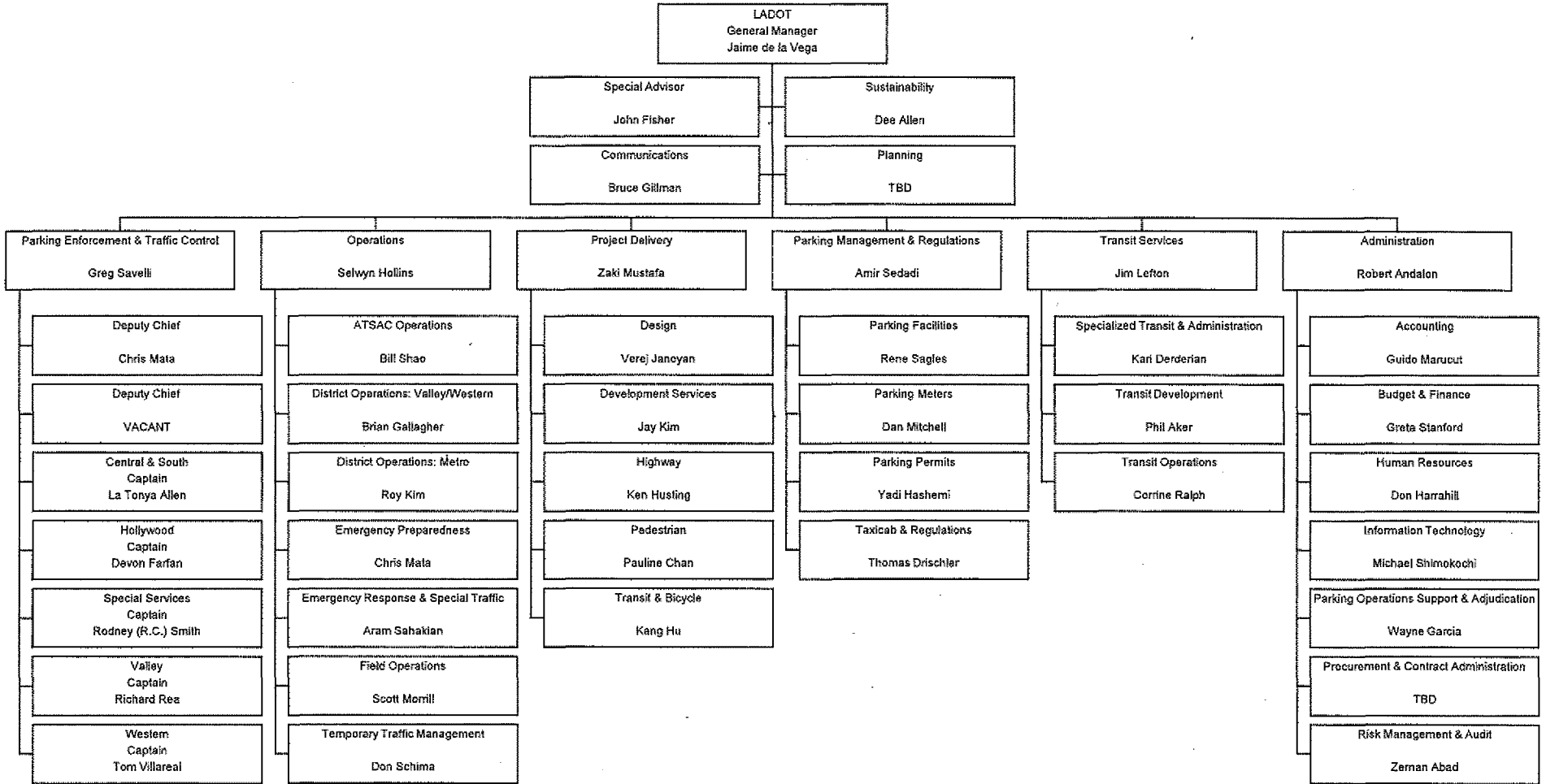
- Selwyn Hollins, Operations (Chair)
- Robert Andalon, Administration
- Christine Mata, Emergency Preparedness
- Aram Sahakian, Emergency Response & Special Traffic
- Zernan Abad, Risk Management & Audit
- Patrick Horton, Transit Security

Special Advisor

John Fisher has announced that he is retiring in July 2012. John has had a long and illustrious career at LADOT for almost four decades. Between now and his retirement John will be supporting litigation defense and providing strategic advice on organizational issues as needed.

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LADOT Organization Chart
February 17, 2012 (Effective February 27, 2012)



**CITY OF LOS ANGELES
INTRA-DEPARTMENTAL MEMORANDUM**

DATE: February 29, 2012
TO: All LADOT Employees
FROM: Jaime de la Vega, General Manager
Department of Transportation
SUBJECT: **VISION, MISSION, MOTTO & VALUES**



SUMMARY

Attached for your information is a one-page document summarizing our updated vision, mission, motto, and values. Also attached is a two-page summary of the 26 departmental initiatives recommended by the Action Planning Teams that I have approved and that we are implementing.

INSTRUCTION

Please post the attachment at your work space for easy reference. Everyone needs to commit to memory our department's vision, mission, motto, and values. Supervisors need to meet with your team to discuss how these principles affect how we are approaching our work.

As an aid, these are the essential concepts that we all need to remember: world class transportation system, leader, partner, "Moving Los Angeles Forward", and LADOT (leadership, accountability, delivery, openness, and teamwork).

EXPLANATION

The vision, mission, motto, and values articulate the guiding principles that we must use when approaching our work here in the Los Angeles Department of Transportation.

Vision

The vision describes our aspiration to make Los Angeles' transportation system world class in every aspect of service we provide. In short we can and will change Los Angeles for the better. The specifics of how this vision will be implemented are and will be detailed both through internal policies and operating procedures as well as direction from the city's policy makers, i.e. the Mayor and City Council. As LADOT, we play a key role in recommending policies to the Mayor and City Council for their consideration.

Mission

The mission statement has two important components: leader and partner.

First, we are leaders in the field of transportation, regardless of what your role is here at LADOT. Your work, day in and day out, contributes to improving Los Angeles' transportation system. As discussed under the value of "leadership", this means we initiate, we identify challenges, and we develop and implement solutions. Conversely, we do not wait for others to tell us what to do. Of course, we are always responsive to the Mayor, City Council, and the public and we actively do our best to implement direction from the Mayor and City Council.

Second, we are a key transportation agency in Los Angeles County and the Southern California region. Many of the services we provide and projects within the City of Los Angeles involve other public agencies. As such, we must work closely and in partnership with these agencies, including but not limited to: the Los Angeles Police Department (LAPD), the Los Angeles Fire Department (LAFD), the Department of Public Works, the Department of City Planning, Los Angeles World Airports (LAWA), and the Port of Los Angeles within the city family; as well as the Los Angeles County Metropolitan Transportation Authority (MTA), Southern California Regional Rail Authority (Metrolink), Caltrans, and the Southern California Association of Governments (SCAG). Our success and effectiveness in delivering many of our services and projects depend on working together with departments, agencies, and their contractors outside LADOT. This is true whether we are the lead agency or not. We are all part of a larger family that builds, operates, and maintains our interconnected transportation network.

Motto

There is no change to our motto. "Moving Los Angeles Forward" means that we are constantly seeking to improve the quality of life here in the City of Los Angeles by delivering great service, improving our operations, and improving our transportation infrastructure.

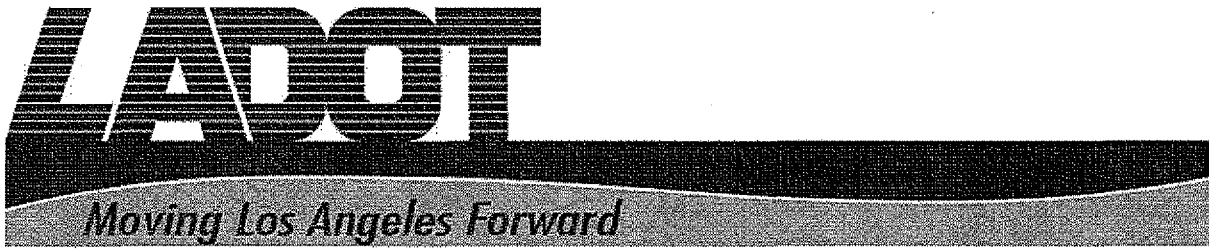
Values

We are a values-based organization. This means that we behave in a manner consistent with our values both professionally and personally. If there is any ambiguity or you have any questions, ask your supervisor. He or she should be giving you direction consistent with these values at all times.

However there may be times or situations where you have not received specific instruction and action is required. The benefit of being a values-based organization is that each of you can and should refer to our values and act accordingly.

BACKGROUND

The vision, mission, and values were developed by the department's executive team and finalized by me. They are the outcome of numerous working sessions facilitated by KH Consulting Group as well as the work of a subcommittee consisting of Dee Allen, Bruce Gillman, and Ken Husting. I want to thank the entire executive team for their valuable input, with a special thanks to the subcommittee members for their extra work and contribution.

**Vision**

Los Angeles will have a world-class transportation system that supports a high quality of life in an urban environment with continued economic prosperity for the region.

Mission

LADOT is a leader in the planning, design, construction, and operations of transportation systems in the City of Los Angeles and partners with sister agencies to improve transportation service and infrastructure in the city and the region.

Motto

Moving Los Angeles Forward

Values

Our values can be summarized with an acronym we know well: LADOT.

Leadership

We serve the public. We propose solutions to transportation challenges. We tell the truth.

Accountability

We say what we mean and we do what we say. Our employees are trustworthy, honest, professional & fair. We are stewards of taxpayer dollars.

Delivery

We always strive to finish projects safely, on time, on budget & at quality. We celebrate & communicate our successes. We push to do more & do better.

Openness

We communicate with each other in a respectful manner. We are willing to revisit past decisions & practices. We communicate effectively outside the department.

Teamwork

We support each other and our work within LADOT. We collaborate with our external partners.



Moving Los Angeles Forward

Action Planning Teams Recommendations

The following is a summary of the 26 initiatives recommended by the six Action Planning Teams and approved by the general manager for implementation. The recommendations are categorized into seven areas of reform.

Structural Reforms

Advanced Planning Structure

Create a unit that focuses on transportation planning in the future.

Human Resources Model

Transition the former Bureau of Personnel Services from an administrative processing unit to a full service Human Resources division that includes employee training and proactive advice to managers.

Overtime Assignments

Change how the department assigns overtime to ensure the highest levels of service.

Project Management Structure & Process

Create a unit that centralizes the major functions and reforms business practices to improve project delivery and accountability.

Learning Organization Reforms

Management & Supervisory Development

Provide formal and informal training to improve the effectiveness of managers and supervisors.

Human Resources Point of Contact

Designate a second level supervisor in each organizational unit to serve as key liaison on human resource issues.

Leadership Development

Create a program that improves leadership skills beyond just management and supervisory skills, utilizing guest speakers, improved internal communications, and leadership theory.

Performance Measurement

Use metrics to improve management, resource allocation, project delivery, and external communication.

Project Management Training

Provide project management training to team members leading project delivery.

Process Improvement Reforms

Development Reform

Support implementation of streamlined process for reviewing, processing, and approving proposed development.

Discipline & Grievance Process

Flow chart processes, establish processing timelines, automate paperwork, and provide written guidance to supervisors.

Project Management Structure & Process

See "Structural Reforms".

Financial Reforms

Budget

Brief supervisors at beginning of fiscal year and provide on-going analysis of expenditure and revenue performance versus budget.

Revenue Management

Improve understanding of revenue flows and balances as well as simplify processes, reduce collection costs and risk, and centralize responsibility.

Grant Administration

Centralize grant administration and support pre-application, application, acceptance, monitoring, and payments.

Contract Award

Create a centralized unit with expertise in procurement and contract award to support operating groups.

Revenue Collection Streamlining

Contract out coin counting function to reduce revenue loss risk and transfer existing staff to other assignments in the department.

Technology Reforms

Technology & Modeling

Increase department's capacity in transportation modeling, geographic information systems (GIS), and visualization to improve analytical and communications capabilities.

Record Keeping & Information Systems

Automate paper records and other human resources data to improve efficiency, analytical capabilities, and communications.

Performance Measurement

See "Learning Organization Reforms".

Overtime Assignments

See "Structural Reforms".

Project Management Technology

Implement department-wide project management system.

Innovation & Technology

Create innovation committee to discuss, assess, and recommend business process changes and technology investments that will improve service and project delivery.

Action Planning Teams

Advanced Planning

Amir Sedadi
Carlos Rios
Daniel Mitchell
Dee Allen
Edward Yu
Jay Kim
Kang Hu
Ken Hustling
Luz Echavarria
Pauline Chan
Sean Haeri
Susan Bok
Tomas Carranza
Verej Janoyan

Human Resources

Caryl Miller
Don Harahill
Greta Stanford
John Fick
Judy Wong
Katherine Taylor
Mark Crisan
Nader Asmar
Rudy Carrasco
Sandra Brito (LAPD)
Sean Parker (LAPD)
Vanessa Willis
Verej Janoyan
Zaki Mustafa

Innovation & Technology

Bill Shao
Chun Wong
Crystal Killian
Don Harahill
Greta Stanford
Hansen Chew
Jamileh Ardalan
Michael Shimokochi
Mony Patel
Pauline Chan
Selwyn Hollins
Vanessa Willis
Will Halverson
Zaki Mustafa
Zeman Abad

Management Tools

Brian Gallagher
Corinne Ralph
Dick Wong
Greta Stanford
Guido Maracut
James Lefton
Jamileh Ardalan
Jeannine Brands
John Sam
Judy Wong
Randy Tanjiri
Selwyn Hollins
Tom Drischler
Wayne Garcia
William Halverson

Project Management

Arsen Mangasarian
Carlos Rios
Jay Kim
Kang Hu
Ken Hustling
Michael Hunt
Mike Shimokochi
Mony Patel
Nader Asmar
Nate Baird
Paul Meshkin
Paul Tsan
Roy Kim
Sean Haeri
Tim Fremaux
Tina Backstrom
Verej Janoyan
Zaki Mustafa

Parking Enforcement & Traffic Control

Carl Jones
Christine Mata
Dan Mitchell
Elvin Galindo
Freddie Nuno
Jody Perez
Rene Sagles
Richard Rea
Robert Andalón
Rochel Puckett
Rose Anne Beachman

Stakeholder Reforms

Legislative, Capital & Grant Priorities

Identify policy and funding opportunities, seek legislative changes, and pursue discretionary grants to advance city priorities.

Safety & Risk Reduction

Reduce fatalities, injuries, claims and litigation costs by analyzing data and trends, developing mitigation strategies, and implementing policy, operating, and capital improvements.

Community Engagement & Education

Development and implement communication strategies to improve understanding of services and projects delivered by LADOT, educate the public about their role and responsibility in the transportation system, and frame the public debate about critical transportation issues.

Policy & Strategy Reforms

Innovative Policies

Develop and revise policies for consideration by the Mayor and City Council that advance the vision and mission of LADOT.

Mobility Element

Work with the Department of City Planning to update the Mobility Element of the city's General Plan.

Strategic Plans

Develop mid-term and long range strategic transportation plans for the City of Los Angeles.

Legislative, Capital & Grant Priorities

See "Stakeholder Reforms".

**CITY OF LOS ANGELES
INTRA-DEPARTMENTAL MEMORANDUM**

Date: April 16, 2012
To: All LADOT Employees
From: Jaime de la Vega, General Manager
Subject: **LADOT RE-ORGANIZATION, PART 2**



Summary

This memorandum and the attached organization chart describe further changes to the leadership and organization of LADOT. These are effective today. Please talk to your immediate supervisor or executive officer if you have any questions.

General Overview

This secondary re-organization reflects further refinement to the department-wide re-organization that went into effect on February 27, 2012. The changes largely relate to the project delivery group (Zaki Mustafa) and operations group (Selwyn Hollins). In addition, the administration group's organization is updated to properly reflect reporting relationships and responsibilities and a new senior manager in parking enforcement and traffic control is noted.

Project Delivery Group

This group has been refined to reflect its major services, consolidate related functions, and balance the responsibilities of division heads.

Design Division

Principal Transportation Engineer (acting)

This division is responsible for designing transportation infrastructure and reviewing plans for public works projects by other agencies.

Design Teams Section

Senior Transportation Engineer (acting)

This section is responsible for the design of transportation infrastructure, including signal synchronization, other new signals, geometric design, bridges, bicycle facilities, pedestrian facilities, etc. Working teams are organized dynamically and as needed to support work flows and priorities.

Public Infrastructure Projects Review Section

Senior Transportation Engineer

This section is responsible for the review of designs by other public agencies such as the Los Angeles County Metropolitan Transportation Authority (MTA), Caltrans, and the Exposition Construction Authority. This includes functions previously identified as major construction plan review and major construction striping review. Plan review for public agency and private developer projects is separated to provide the appropriate focus on each.

Rail Crossings Section

Senior Transportation Engineer

Bill Shao and his team remain in the operations group, but work closely with the design division reviewing rail crossings that involving complex signal timing and operations. This is shown as a dotted line box in the project delivery group to denote the close functional relationship between complex rail crossings and public infrastructure projects review.

Project Delivery Group (continued)

Development Services Division

Principal Transportation Engineer

All services related to reviewing, processing, and approving private development are centralized in this division.

B-Permit Section

Senior Transportation Engineer

The review and processing of B-Permits has been moved from the design division. Plan review for public agency and private developer projects is separated to provide the appropriate focus on each.

Environmental Review Section Metro

Senior Transportation Engineer

Environmental review services (including EIRs and traffic studies) remain the same, but are detailed on the updated organization chart.

Environmental Review Section Valley

Senior Transportation Engineer

Environmental review services (including EIRs and traffic studies) remain the same, but are detailed on the updated organization chart.

Environmental Review Section West LA

Senior Transportation Engineer

Environmental review services (including EIRs and traffic studies) remain the same, but are detailed on the updated organization chart.

Projects Division

Principal Transportation Engineer (future)

The development and implementation of projects is centralized under a projects division. The intent is to assign a principal transportation engineer position authority to head this division in the future. Hiring of the position will depend on the city's overall budget condition and approval by the Mayor and City Council. In the interim, the three senior transportation engineers will report directly to the executive officer of the project delivery group (no change from prior organization chart).

Operations Group

District Operations Division

Principal Transportation Engineer (future)

District operations are re-organized into three sections. The intent is to assign a principal transportation engineer position authority to head this division in the future. Hiring of the position will depend on the city's overall budget condition and approval by the Mayor and City Council. In the interim, the three senior transportation engineers will report directly to the executive officer of the operations group. The survey section and engineering work coordination section will report to the newly created "Research & Support" division.

District Operations: East Section

Senior Transportation Engineer

District operations for the central, south and Hollywood areas of the city will remain under a single transportation engineer.

District Operations: West Section

Senior Transportation Engineer

District operations for the west Los Angeles, west valley and east valley areas of the city will remain under a single transportation engineer.

Research & Support Section

Senior Transportation Engineer

The creation of this new section will be tasked with research and process innovations to more proactively address day-to-day traffic and pedestrian safety concerns, develop efficiency standards for work activities, improve communication networks, and validate performance measures. Traffic surveys and accident data analysis functions previously under the pedestrian (and citywide traffic safety programs before the re-organization) are moved to the district operations division to more closely match the nature of the function (operations) and because survey data is not only used in developing pedestrian projects. Additionally, the engineering and work coordination function under field operations division is being reassigned to district operations division.

Parking Enforcement & Traffic Control Group

Deputy Chief Brian Hale joined the LADOT on April 2, 2012.

Administration Group

There are two updates in the administration group.

Budget Division (previously "Budget & Finance")
Sr. Management Analyst II

Division name clarified. New lead assigned.

Procurement & Contract Administration Division
Sr. Management Analyst II (previously TBD)

Head of this function assigned, which also will include grants management.

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LADOT Organization Chart
 April 13, 2012 (Effective April 16, 2012)

