



Executive Directive 9

Capital Planning Steering Committee Charter

version. 2 – Mar 2025

0. Introduction

Mayor Karen Bass, via [Executive Directive 9](#) [ED9], has directed the City Administrative Officer [CAO], City Planning [DCP], Public Works [PW] (Bureau of Contract Administration [BCA], Bureau of Engineering [BOE], Bureau of Sanitation [LASAN], Bureau of Street Lighting [BSL], Bureau of Street Services [BSS]), Recreation & Parks [RAP], Transportation [DOT or LADOT], Water and Power [DWP], Department on Disability [DOD], General Services [GSD], and the Information Technology Agency [ITA] to overhaul the City of Los Angeles' planning for capital investments in the public right-of-way and within our park system. ED9 has five major goals to be implemented by a newly established **Capital Planning Steering Committee** [CPSC] led by the Mayor's Office of Infrastructure:

1. *Reform Governance for Capital Projects*
2. *Propose Revenue-Generating Options to Support Capital Infrastructure*
3. *Streamline Public Right-of-Way Working Groups*
4. *Implement and Integrate Asset Management Systems*
5. *Centralize Capital Priorities & Systems, Create 5, 10, 20-Year Capital Infrastructure Plan (CIP)*

0.1 Charter Structure

The stated goals and outcomes outlined in Executive Directive 9 were developed in collaboration with the departments named therein. This Capital Planning Steering Committee Charter [CPSC Charter or Charter] is the first deliverable of the first goal listed above, and sets forth the formal cooperative framework to achieve goals two through five of Executive Directive 9. As noted in footnote 4 of ED9, the CPSC "assumes the responsibilities of the Interdepartmental Memorandum of Understanding Core Team and Oversight Committee established by BPW File BPW-2022-0048."

As such, City departments listed in Executive Directive 9 "shall follow standard collaboration protocols and fulfill distinct roles and responsibilities of planning, building, operating, maintaining, and managing a world-class public right-of-way system." (Source: Interdepartmental MOU, pg. 4) This Charter further clarifies roles and responsibilities set forth in the Interdepartmental Memorandum of Understanding. In executing this Charter, each City department agrees to collaborate via the protocols and standards outlined in this document.

This Charter is a living document that delineates key components, goals, roles, stakeholders, responsibilities, and communication standards to successfully deliver policies and goals of Executive Directive 9. A comprehensive Charter ensures all CPSC members share the *same understanding of desired ED9 outcomes* and how they will be achieved via documented rules of engagement and escalation. The Charter includes the following components:

1. **Need, Goals, Prior Efforts, Building Consensus**
2. **Leadership, Roles and Responsibilities**
3. **Resourcing Requirements**
4. **Decision Making**
5. **Progress Reporting, Charter Updates**



Capital Planning Steering Committee Charter

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1. Need, Goals, Prior Efforts, Building Consensus

1.1 Need

As stated in ED9, The City of Los Angeles' expansive infrastructure is fundamental to the City's health, livability, economic development, and resilience to climate change. As such, we must ensure our City's infrastructure is safe, clean, accessible, resilient, well maintained, and world-class. Our current means for planning, delivering projects, and maintaining capital investments in the public right-of-way is costly, poorly coordinated, and inefficient and is not keeping pace with an ever-growing backlog of investment needs. Departments responsible for this effort often have differing and inconsistent priorities, policy goals, communication methods, software and planning systems, and governance structures that are not well-equipped to achieve common goals. ED9 seeks to address this from the inside out, starting by organizing our staff, systems, policies, priorities, core services, and decision making not as if internal City departments and bureaus do not exist, but rather with these departments acting in concert with one another, each with specialized tasks and responsibilities that uniquely move us toward shared goals and outcomes.

We must think of our departments and bureaus not as separate entities, but as a suite of services that advance the planning, construction, and daily maintenance of safe, clean, sustainable, accessible, and enduring public spaces and public amenities for Los Angeles. Achieving this goal will mean reform, in turn meaning we transform prior ways and means of doing things. Our City's workforce and the collective experience gained by field staff and leadership is invaluable to helping us thoughtfully reform. We must take this experience and use it to avoid future mistakes and pitfalls, and to design the kind of delivery systems we want to work in, rather than the ones we may be working in today.

1.2 ED9 Goals / Tasks / Schedule

ED9 establishes five primary goals for the Capital Planning Steering Committee [CPSC]. Though some of these goals have estimated completion timeframes, some do not and will not because portions of the CPSC's work are expected to live on in perpetuity.

The ED9 Schedule is a companion Google Sheet project plan that builds out the many tasks and subtasks required to implement ED9 across departments. New work may be identified while implementing the goals. The CPSC, in collaboration with the Executive Committee Champion from the Mayor's Office, will determine the path forward to address future work. The five major sections/goals of ED9 are:

-1- Reform Capital Projects Governance

-2- Propose Revenue-Generating Options to Support Capital Projects

-3- Improve Capital Project Maintenance, Delivery, and Development

-4- Centralize and Integrate Asset Management Systems

-5- Centralize Capital Priorities & Systems, Create 5, 10, 20-Year CIP

1.3 Prior Work in this Arena

1.3.1 Public-Space Related Committees

Previous efforts to improve capital project delivery and maintenance of the public right-of-way in the City of LA have helped inform the goals and workplan of the CPSC. This includes the work of 8 committees named in Goal 3 of ED9:

- Streets Working Group
- Street Renewal Management Group
- Sidewalk Repair Program Executive Steering Committee
- Transportation Grants Advanced Planning
- Complete Streets Program Executive Steering Committee
- Vision Zero Steering Committee
- Transportation Infrastructure Steering Committee
- Interdepartmental Memorandum of Understanding Core Team and Oversight Committee

Naming these committees for inclusion in the CPSC means the work of the committees including deliverables, and external communications like reports *are now the work of the CPSC*. The formatting, naming conventions, frequency of future reports, and other specific details related to prior committee deliverables will change to meet the needs of our work, but the work lives on. Goal 3 establishes a Public Right-of-Way (PROW) Subcommittee, or Working Group, to take on the work of the eight committees in the bulleted list above and focus on three rotating topics: maintenance, project and program delivery, and project development coordination. For the eight committees listed, departments must leverage existing resources from these committees to resource the workload of the CPSC. More information on CPSC roles, responsibilities, and resourcing requirements can be found in sections 2 and 3 of this document.

1.3.2 The CPSC and PROW Subcommittee

The CPSC will meet on a monthly basis. Most of the work to implement the goals of ED9 will occur outside of these meetings and each department should devote time and resources for staffing the Committee, reviewing Committee materials, sufficient leadership bandwidth to make decisions, and staff resources to implement decisions made by the Committee and the Executive Committee Lead. More details regarding this are available later in this document.

As the work of ED9 starts, the PROW Subcommittee established in Goal 3 will be expected to meet at least monthly on topics related to maintenance, project and program delivery, and project development coordination. The work of the 8 committees listed in section 1.3.1 will be covered by the schedule of topics created by Mayor's Office staff in collaboration with key departmental staff. The PROW Subcommittee is designed for Senior-level staff participation, letting members weigh in on the finer details of infrastructure work. Specific department staff will be designated as lead representatives to the PROW Subcommittee and will attend all meetings as their schedule allows. Depending on the topic, other key department staff with relevant knowledge and responsibilities will be invited to participate. . The PROW Subcommittee will work in conjunction with the main CPSC to create decision points, as needed, for the CPSC to vote and decide on. Meeting lengths for both the main CPSC and Subcommittee may adjust upward or downward depending on subjects and length of agendas being covered.

1.4 Building Consensus

The City has established a decision making structure for the CPSC that considers the perspectives of affected City departments and can effectively make decisions to move the CPSC forward. Though this Charter has mentioned ED9's five key goals throughout this document, implicit in all five goals is one main theme: much stronger, closer alignment between departments around planning, funding, construction, and maintenance of the public right-of-way.

ED9 seeks to end the structural reasons for incomplete accounting and maintenance of public assets, as well as incomplete implementation of long-standing policy mandates like disability access compliance across all capital projects. That begins through open and honest dialogue, continues with thoughtful agreements between departments, bureaus, divisions, and contracted resources, and ends with comprehensive resourcing in annual budgets for personnel, facilities, and supplies. Noting the need to prioritize legal compliance and risk management measures, if resources are not immediately available to address known shortfalls, then thoughtful, collaborative, honest choices must be made to delay maintenance or allow for longer turnaround times for servicing the asset until the CPSC can make thoughtful recommendations on new revenue for City leadership to act on, with a priority for legal compliance and risk management measures.

1.5 Scaling the Work / Project Planning

ED9 comes at a critical juncture for the City as it prepares to host the 2026 World Cup and 2028 Olympic and Paralympic Games. These events require their own capital investments to address long-standing issues in LA's public space: ADA accessibility, first/last mile transit to venue connectivity, and clear wayfinding, among others. We are short on time and resources to deliver on these priorities. The ambition of implementing ED9 goals across all major public space capital investments over a 500 square mile city requires us to scale implementation thoughtfully. Goal 4 (Asset Management) and Goal 5 (CIP) have been identified for this scaling.

The ED9 Schedule is a centralized project planning and tracking sheet for each of the 5 main goals that the CPSC is tasked with achieving. This project planning document will be updated regularly and will include the feedback of CPSC members. Earlier versions of this Charter included this as an addendum. Due to the constantly changing nature of a project plan and schedule, it will be maintained separately.

2. Leadership, Roles and Responsibilities

2.1 CPSC Organization

For ED9, CPSC members are City staff who represent organizations that are actively involved in meeting the goals, major tasks, and vision of the Directive, or whose interests may be impacted by ED9, or who might exert influence over ED9. The CPSC will consist of a formal team structure to provide each stakeholder a clear understanding of the commitment and contributions necessary for the successful completion of CPSC goals, tasks and emerging issues. CPSC members are expected to look beyond their own organization's interests at what is best for the City as a whole and make decisions aligned with the five goals of ED9.

2.2 Governance

Governance for the CPSC relates to how authorities and responsibilities will be assigned to different members to enable appropriate focus and effective, efficient, and transparent decision-making needed to meet the goals of ED9, and future goals to be determined by the Committee. Ahead we will delve into defining roles within the CPSC, the hierarchy of those roles, specific responsibilities, and connections or lines of reporting between those roles.

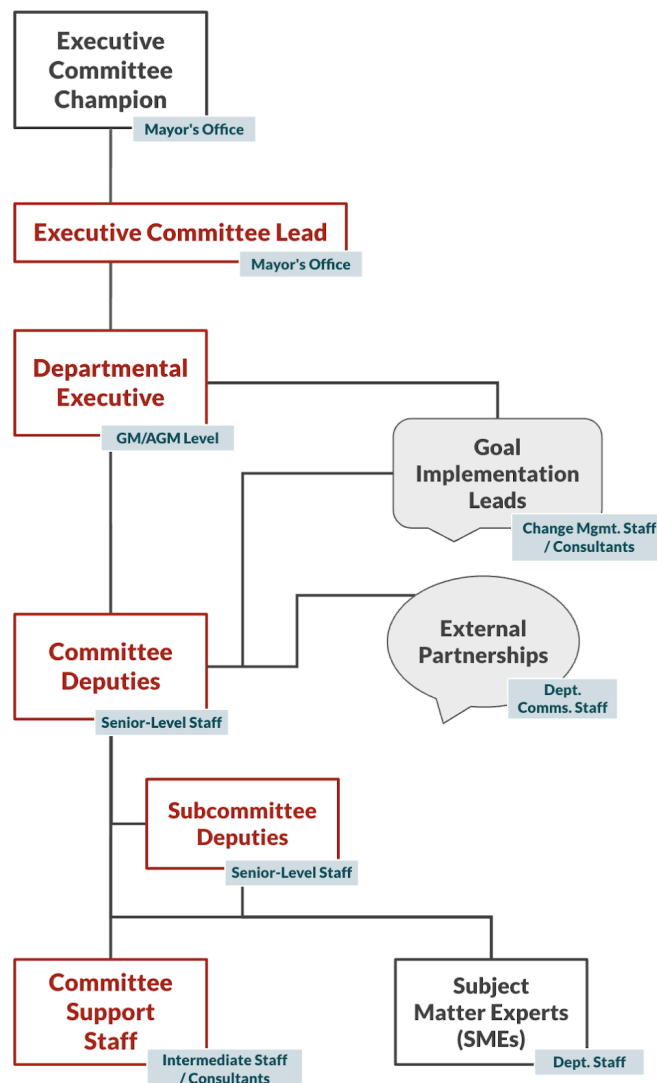
2.3 CPSC Roles

Below is a list of the primary Committee roles:

- ★ Executive Committee Champion
- ★ Executive Committee Lead
- ★ Departmental Executives
- ★ Committee & Subcommittee Deputies
- ★ Committee Support Staff
- ★ Goal Implementation Leads
- ★ Subject Matter Experts (SMEs)
- ★ External Partnerships

2.4 CPSC Org Chart

To the right is a diagram noting how CPSC roles interact with one another. Roles noted in red are primary roles to keep the work of the Committee going. Blue boxes represent the seniority level or departmental position for each role. Below are details on the source and level of resource required for the role.



2.5 Detailed Role Responsibilities

CPSC members are expected to represent the collective best interest of capital project delivery reform in the City of Los Angeles first, and any unique interests of their respective department, bureau, division, or program second. More specifically, Committee members are expected to look beyond their distinct organization's interest as their primary motivation, and make this secondary to what is best for the City as a whole now and in the future.

CPSC members are responsible for attending meetings, timely responding to correspondence, reviewing necessary information to actively participate in discussions, and providing input on decisions, where applicable. CPSC members may designate a staff member to act on their behalf through a written communication to the Executive Committee Champion. CPSC members shall ensure all of the preceding responsibilities are properly handled by an alternate designated staff member if/when the primary decision maker is not available. This includes bringing any alternates up to speed on where the Committee is so the alternate can actively participate.

Executive Committee Champion

The Executive Committee Champion (Deputy Mayor – Mayor's Office of Infrastructure) is responsible for delivering executive briefings regarding project progress and outlook, and discussions on potential implications to current or proposed policies as requested and/or deemed necessary by the Mayor's Office. The Executive Committee Champion is the link between the Mayor's Executive Team (Chief of Staff, other Deputy Mayors) and the CPSC and other City departments, bureaus, or agencies that may not be a part of the Committee. Taskwise, the Executive Committee Champion will monitor whether adequate funding and resources are allocated and available for Committee activities, and identify potential benefits from enhanced cross-agency collaboration. These tasks may result in further work for the Executive Committee Champion like working with the City Council, CLA, CAO and others to allocate additional resources to the Committee, liaising with elected offices outside of the Mayor to forward the work of the Committee, and determining additional CPSC scope as work progresses implementing ED9.

Executive Committee Lead

The Executive Committee Lead (Mayor's Office of Infrastructure) will work collaboratively with Departmental Executives and Committee (and Subcommittee) Deputies to ensure the work of ED9 advances. This work includes developing ED9's work schedule, agenda setting, deliverables tracking, and strong communication to ensure CPSC members know what is expected of them and that members follow-through on the work plan. This includes developing common deliverable templates and ensuring CPSC members complete them, communicating priorities, standards, and minutes of the main Committee and Subcommittees. The Lead shall engage with Departmental Executives and Committee Deputies as needed to ensure Goal Implementation Leads (mentioned below) have clear plans for implementing CPSC work.

Departmental Executives

The Departmental Executives (General or Assistant General Managers) serve as the single point of accountability for their department, bureau, or agency's actions on the Committee and serve as a lateral link between other Departmental Executives in the CPSC. Departmental Executives are expected to quickly and collaboratively come to agreement with each other on actions of the CPSC, assign and empower alternates if the primary Departmental Executive is not available, and flag lingering or more systemic issues in CPSC structure or communication effectiveness to the Executive Committee Lead. Departmental Executives are expected to assign respective departmental staff to CPSC tasks and goals.

Committee Deputies / Subcommittee Deputies

Committee Deputies and Subcommittee Deputies are the direct line of support for Departmental Executives and the Executive Committee Lead to move the work of the CPSC and PROW Subcommittee forward. Committee Deputies are anticipated to review and resolve policy, fiscal, and respective resource allocation issues that cannot be resolved at working levels. Team members will be collaborative, accountable, senior-level City staff from participating departments responsible for the successful completion of departmental tasks specific to the Committee's work,

giving oversight and direction to Committee Support Staff, and overseeing any procedural change necessary to confirm CPSC major tasks are achieved to the extent practical. When needed, Committee Deputies shall make recommendations to and ensure the preparedness of Departmental Executives. Subcommittee Deputies are expected to represent a throughline between the work of the PROW Subcommittee and the CPSC by regularly attending PROW Subcommittee meetings.

Committee Support Staff

Composed of departmental staff designated by their respective organization's management, Committee Support Staff are responsible for both supporting Committee Deputies and engaging Subject Matter Experts (SMEs) to provide input and guidance on specific decision points of the CPSC. Each Committee Support Staff person will be expected to serve as their respective department's in-house notekeeper and action item tracker, working closely with Committee Deputies to centrally track progress and align *between* departments informally when needed.

Goal Implementation Leads

Though much of the work of the CPSC is documenting and agreeing to new processes and systems that improve capital project delivery in the City of Los Angeles, this work cannot happen without dedicated staffing to implement it. Goal Implementation Leads take the work of the CPSC and implement policy, technical, and/or procedural change(s) within their organization, including but not limited to creating and executing project work plans, transitioning preexisting deliverables into CPSC deliverables, disseminating CPSC notifications and tracking issues throughout their organization, answering general inquiries, and developing and promoting training sessions. As a reminder, Executive Directive 9 has five primary goals. Goal Implementation Lead(s) should be identified as the lead overseeing implementation of each goal for their respective organization. For example, a Goal Implementation Lead for Goal 4 implementing a common asset management system could be a department resource or department lead overseeing implementation of the asset management system.

Subject Matter Experts (SMEs)

SMEs [smees] are not typically full-time members of the CPSC but can be called upon, ad-hoc, to provide historical context or background in particular subjects related to actions the CPSC might be taking or in developing policy, procedures and project around outcomes. Subject matter expertise includes but is not limited to disability access (ADA) compliance, grant administration, project delivery, etc. SMEs bring their expertise to the work of the CPSC, help instill best practices or lessons learned into the work of the CPSC, and should play a fundamentally constructive role to move work forward. If a department lacks SME's with certain expertise, Department Executives or Deputies shall designate other staff to serve as a point of accountability. The collaborative structure of the CPSC will also facilitate knowledge transfer from SME's to staff to build capacity and expertise in each department.

External Partnerships

The CPSC, by design, is not subject to the Brown Act. Much of the work is technical, requiring nimble decision making that a committee with public meeting requirements may find more difficult to achieve. That said, there are CPSC actions that will impact work outside of the Committee and policy decisions that elected offices not part of the CPSC (Councilmembers, Controller, City Attorney, etc.) will find relevant. There are also advocacy organizations that may seek to better understand the work and achievements of the CPSC. External Partnership resources will engage with the CPSC and BPW Commissioner lead for ED9 to determine appropriate communication for actions and progress from the CPSC. External Partnership resources will summarize and prepare this external communication, gain buy-in from Departmental Executives to communicate progress, and communicate this information externally to relevant external stakeholders. This may or may not include members of the press, and efforts should be made to clarify appropriate recipients for communications as the work of the CPSC progresses. Later in this Charter we talk through external communications in more detail. It is expected that more formal commitments to external communications may be made by establishing external advisory bodies to shape portions of the CPSC's work plan.



3. Resourcing Requirements

3.1 Departmental Resource Commitment

To successfully implement the five goals of ED9, City departments involved in capital improvement project planning, funding, design, and delivery within the City of Los Angeles must commit human resources to the CPSC's work program. The CPSC Charter documents estimated personnel resource needs for CPSC departments. Departmental Executives must then build out capacity in their department to execute the tasks of the CPSC, such as expertise in disability access (ADA) compliance, grant administration, project delivery, etc. The five goals of ED9 are embedded into the Mayor's Office of Infrastructure's annual goals tracker that Departmental Executives will have part of their annual performance evaluation based on. For the CAO, a department central to the creation of the City's annual budget, departmental resources needed for the work of the CPSC, as well as the implementation of policy and systems named within the goals and major tasks of ED9, priority for equitable resource allocations for CPSC members will be considered by the Mayor's Office.

As the CPSC evolves, the Executive Committee Champion may add additional departments not originally named in ED9. Upon new department additions, the Executive Committee Champion will engage respective Departmental Executives to ensure they understand CPSC resourcing requirements.

3.2 Roles, Responsibilities, Time Commitment

The following provides a summary of CPSC roles, responsibilities, and time commitments:

ROLE	DUTIES / RESPONSIBILITIES	REPRESENTATIVE	TIME COMMITMENT
<i>Executive Committee Champion</i>	<ul style="list-style-type: none"> Engage in executive briefings with Mayor Link between Mayor's executive team, deputy mayors, and departments not part of CPSC Monitor resource needs for CPSC work Resource the CPSC appropriately by leveraging political or budget support Determine additional CPSC scope of work as work of the Committee evolves 	Deputy Mayor – Mayor's Office of Infrastructure	4 hours per month for standing meetings, briefings, and/or review
<i>Executive Committee Lead</i>	<ul style="list-style-type: none"> Link between the Executive Committee Champion and the Departmental Executives Develop and execute ED9 work schedule, agendas, major baseline deliverables Develop common deliverable templates, ensure CPSC members complete them Communicate CPSC priorities, standards, minutes, action items, tasks, etc. Engage with Departmental Executives and Committee Deputies as needed to ensure Goal Implementation Leads have clear plans for implementing the work of the CPSC 	Director – Mayor's Office of Infrastructure	16 hours per month for standing meetings, briefings, and/or review



<i>Departmental Executive</i>	<ul style="list-style-type: none"> • Single point of accountability for department • Lateral link with other department leadership • Come to agreement with other departmental executives, assign and empower CPSC alternates when needed • Flag persistent or systemic issues in the CPSC to the Executive Committee Lead • Assign departmental staff to the CPSC who are committed to collaborate and put the interests of the City, rather than their department, first • Take ownership over the work of the CPSC staff and realign or reassign staff as needed 	General Manager, AGM, or fully empowered designee	2-4 hours per month for standing meetings, briefings, and/or review
<i>Committee / Subcommittee Deputies</i>	<ul style="list-style-type: none"> • Direct line of support to Departmental Executives and Executive Committee Lead • Move the work of the CPSC forward: review and resolve policy, fiscal, resource allocation issues • Task completion specific to the CPSC's work, direct oversight to Committee Support Staff • Make recommendations, ensure preparedness of Departmental Executives when needed • Oversee procedural changes of the CPSC to ensure major tasks are achieved • Foster collaborative relationships with other Committee Deputies, Committee Support Staff 	Senior-Level Departmental or Mayoral Staff	8-12 hours per month for weekly progress check-ins, standing meetings, and/or review
<i>Committee / Subcommittee Support Staff</i>	<ul style="list-style-type: none"> • Support Committee Deputies with tasks, comms., and preparedness of CPSC meetings • Engage departmental SMEs as needed to provide input to the CPSC's work • Take Committee and Subcommittee notes, including action items, tasks, on behalf of their department and distribute as needed • Foster collaborative relationships with other Committee Support Staff, Committee Deputies 	Intermediate Departmental or Mayoral Staff, Consultants	8-12 hours per month for weekly progress check-ins, standing meetings, and/or review
<i>Goal Implementation Leads</i>	<ul style="list-style-type: none"> • Organization leads to oversee implementation of each of the five primary ED9 goals • Take the work of the CPSC and implement policy, technical, and/or procedural change(s) within their organization • Create and execute project work plans • Disseminate CPSC info relevant to their org • If needed, answer general inquiries or questions from members of their organization • Develop and promote any training sessions 	Departmental Change Implementation Staff, Consultants	40-120 hours per month for weekly progress check-ins, working meetings, content development, and/or review



Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> • Provide historical context or background in subjects related to actions of the CPSC • Bring expertise, instill best practices • Play a fundamentally constructive role to move the work of the CPSC forward 	Multiple resources per department possible	As needed, 2-4 hours per month for standing meetings, briefings, and/or review
External Partnerships	<ul style="list-style-type: none"> • Engage Committee Deputies and Committee Support Staff to determine appropriate external communication of CPSC progress • Summarize and prepare draft external communication, gain buy-in from Departmental Executives to release • Communicate externally to relevant stakeholders, potentially including members of the press, TBD 	Departmental External Communications Leads	4-8 hours per month for standing meetings, briefings, and/or review

4. Decision Making

4.1 CPSC Hierarchy and Reporting



4.2 Making Decisions

The City has established a governance and decision-making structure for the CPSC that is both inclusive of all involved departments and effective in its ability to make decisions and move the CPSC forward. The governance structure makes use of specific project organizational groups and highlights responsibilities each group has in the escalation and decision-making process. Quorum and voting is mentioned in section 4.2.5 below, however CPSC members should strive for consensus before initiating a formal vote. Voting is only expected when consensus is not possible/available.

4.2.1 - Governance Principles

CPSC governance principles are rules and guidelines that provide clear direction and focus to the execution of the strategy and vision to reform capital projects planning, delivery, and maintenance within ED9. Governance principles should be considered in all areas where decisions and choices or trade-offs must be made including organization, work processes, architecture, information, technology, sourcing, and risk. These principles must guide business and IT decisions about ED9 implementation, usage, and management. The principles are consistent with relevant, existing business and overall IT principles that have been adopted and approved. The CPSC Governance Principles are as follows:

- *Deliver Capital Planning Reform in **alignment with the five strategic goals** of Executive Directive 9 as much as is practical*
- *Deliver transparent, standard, and efficient business processes to **enhance inter-departmental collaboration, communication, and efficiency virtually within systems***
- *Deliver transparent, standard, and efficient business processes to **improve external communications to the general public***
- *Work collaboratively as “One City” to achieve goals that satisfy all departments investing in the public right-of-way and regulatory compliance requirements*
- *Adopt and implement public works sector best practices including ED9 technology best practices*
- *Deliver an efficient technology solution to serve City staff*

4.2.2 - Decision Making Entities

The decision making entities are:

- Executive Committee Champion
- Executive Committee Lead
- Departmental Executives
- Committee and Subcommittee Deputies

4.2.3 - Project and Task Entities

The entities with project and task responsibilities are:

- Committee Support Staff
- Goal Implementation Leads
- External Partnerships
- Subject Matter Experts (SMEs)

4.2.4 - Member Responsibilities

CPSC members are expected to represent the collective best interests to forward the work of ED9 as it relates to their respective departments, bureaus, divisions, or programs. Members are expected to look beyond their own organization's interests at what is best for the City as a whole and make decisions aligned with the five goals of ED9.

Committee members are responsible for attending meetings, responding to correspondence in a timely manner, obtaining necessary information to actively participate in discussions, and voting on issues, if applicable. Members

are also responsible for identifying and communicating any conflicts of interest to the governance group they attend. Governance members may designate a staff member to act on their behalf.

4.2.5 – Items Requiring Multiple Departments

The CPSC is composed of 10+ departments, bureaus, or agencies in the City that all have a hand in shaping LA's public spaces. Some of these departments play a very large role in this shaping, while others much smaller. Reforming the way the City delivers and maintains capital investments in the public right-of-way will mean that some existing processes or work programs may need to be thoroughly documented and reformed collectively with the input of multiple departments or bureaus. Generally, the work of these reforms is expected to occur in smaller working groups and meetings composed only of departments that interact with or have staff that deliver output via a process.

***CASE IN POINT:** If better interdepartmental alignment is sought for a program requiring multiple departments like the Pavement Preservation Program, BSS, DOT, and BOE are expected to be the primary drivers of any reforms to this process. These three departments should strive to come to consensus on how best to align staff in their respective departments or bureaus to achieve desired outcomes. Discussions and decisions needing to be made will occur in smaller working groups either directly organized by the departments involved, or via the PROW Subcommittee of CPSC. These three departments ideally come to consensus, document the new process, report out to the PROW Subcommittee or CPSC, and move on. If consensus is not possible, then this would escalate to the CPSC where voting procedures below will apply.*

4.2.6 – Quorum and Voting Procedures

CPSC members should strive for general consensus for items impacting multiple departments or bureaus before initiating a formal vote for these types of decisions. If consensus is not possible, CPSC quorum and voting procedures are as follows:

Departmental Executives

- General Managers (or their designees) cast one vote when making formal CPSC decisions. Any non-member attending the governance meeting will have no vote when making formal decisions. Certain guests may be invited to attend governance meetings and address the group on germane issues; however, they shall not participate in voting. If voting results in a tie, the Mayor's Office (Executive Committee Lead) would have tie-breaking authority. The Mayor's Office may veto any decision. The CPSC does not have the authority to vote in a manner inconsistent with existing regulatory or legal requirements.
- A quorum of the Departmental Executives will be defined as a simple majority of the voting members of the Executive Steering Committee.
- Voting is considered a last resort for most items before the CPSC. Since some items brought to vote before the CPSC may not impact all departments named in ED9, only the votes of departments, bureaus, or agencies impacted by a vote will be considered.
- Voting may also be used for major milestones of the CPSC. In this instance, voting is meant to document and build consensus. An example of this would be a vote of CPSC members to adopt this Charter.

Decisions will be facilitated by the Mayor's Office, or their delegates, and votes will be visible to all group members. All decisions will be formally documented. Decision-making may take place in person or virtually.

4.2.7 – Decision Rights

Unless stated otherwise in this document, decisions will be made by a simple majority. When deliberating decisions, members will consider the relative impact any decision will have on implementation of ED9, and any given department or bureau given the relative impact that department or bureau has on capital planning City-wide.



4.3 Escalations

Any CPSC member who feels that the Departmental Executives, Executive Committee Lead, or Committee or Subcommittee Deputies have reached an erroneous decision can escalate the issue to the Executive Committee Champion. Any escalation shall include a detailed rationale in writing as to why the decision in question is not in the overall interest of implementing Executive Directive 9, including whether it does not comply with applicable laws and regulations.

4.3.1 - Escalation Process

The CPSC escalation process will be used to address issues escalated, with the ED9 Executive Committee Champion acting as the ultimate decision maker. Escalations arising from any of the ED9 Committees or Subcommittees will first go to the Executive Committee Lead. If the Lead cannot resolve the issue or if they have an escalation themselves, the escalation will go to the Executive Committee Champion. The Executive Committee Champion may engage the Departmental Executives, but decisions can be made by the Executive Committee Champion only. The Executive Committee Champion will have ultimate decision-making authority within the definition of the CPSC. This includes veto and override authority of unresolved decisions or decisions brought under additional scrutiny through the aforementioned escalation process.

5. Progress Reporting, Charter Updates

5.1 Internal Progress Reporting

Section 1.3 of this document, after listing the eight committees that the CPSC is combining, goes on to say:

Naming these committees for inclusion in the Capital Planning Steering Committee means the work of the committees, including deliverables and external communications like reports, are now the work of the CPSC. The formatting, naming conventions, frequency of future reports, and other specific details related to prior committee deliverables will change to meet the needs of our work, but the work lives on.

Reports from the committees merged into the CPSC will be integrated into both internal and external progress reporting, depending on the relevance and audience. The work of ED9 is a multi-year initiative requiring follow-through so that ED9 departments all do their part to achieve the five goals of the Directive.

5.1.1 - Accountability via Shared Project Management Documents

Each CPSC member department is working toward common goals, but has slightly different tasks or responsibilities based on the entity's mission and purpose. The five goals of ED9 we are tasked with implementing are ambitious and will span multiple years of implementation in a phased or scaled approach. CPSC members will be dependent on strong communication with one another to: provide input, complete required deliverables, and discuss coordinated work plans; only strong inter-departmental communication can help ensure time is not wasted. This communication will take the form of shared documents like this Charter, shared project plans (ED9 Schedule) with associated assigned tasks for relevant ED9 departments, and shared document repositories like Shared Drives.

5.1.2 - Deliberative Documents & CPRA

Most of the documents living in shared drives to advance the work of ED9 are deliberative in nature for the purposes of CPRA. Major milestone deliverables called for in the five goals of ED9 will be public documents, communicated to the public once deliberation by the CPSC is complete. External communications protocols mentioned below in section 5.2 of this Charter will then apply.

5.1.3 - Task Status

Tasks and subtasks will be tracked to CPSC staff and their leadership via the ED9 Schedule Google Sheet all CPSC members are able to view. It is the responsibility of CPSC members to fully communicate whether or not they will complete tasks on time, and why. The ED9 Schedule will be the primary source and tracker of this information. The following categories can be used to communicate ED9 goal implementation status by department, bureau, or agency,

including task assignment and completion:

Status:

Not Applicable – department does not have a role in this task / not applicable

Not Assigned – department has not determined internal owner of this task

On Track – task currently meeting CPSC schedule

At Risk – task at risk of delay or stopping other dependent or related work

Overdue – task delayed or work stopped, impacting CPSC schedule

Complete – task has been completed

5.1.4 - Reporting Format & Templates

CPSC members will be expected to follow standardized formatting guidelines when reporting on the Committee's work assigned to their department, bureau, or agency. The work of the eight committees listed in section 1.3.1 of this document, including corresponding reports from these committees, will be collapsed into the CPSC's reporting. Effort will need to be made to preserve valuable information from these legacy reports, while moving the CPSC toward efficient, logical reporting formats.

CPSC workload differs slightly for CPSC members since member departments will have roles and responsibilities reflective of their entity. In order to accommodate the specific needs of CPSC members, while ensuring all members have visibility into the Status and Priority of Committee tasks and deliverables, it is estimated that reports and reporting for CPSC work be done in documents shared across all members. These shared documents are expected to have sections built out and relevant to each department, bureau, or agency.

CPSC members can and should inform the format and content of CPSC reports so that members find the work of internal reporting meaningful, efficient, and enabling of the Committee's goals to implement the five goals of ED9. This section of the CPSC Charter is expected to change as reporting priorities and formats are implemented.

5.2 External Progress Reporting

5.2.1 - External Partnerships

Each CPSC member department is accountable to each other, in large part, by how it is both implementing the work of the Committee, and by how effectively it is communicating progress or impediments to that work to external audiences, including but not limited to the public, community stakeholders, boards and commissions, departments not mentioned in ED9, and outside agencies. External communication, though also about accountability, is about ensuring entities outside of the CPSC are aware of the Committee's work in order to support it. That support could come in the form of advocacy, press, or potentially even financial support.

Fiscal support of the CPSC will come from the Mayor's Budget Team. Staffing and systems, including software licensing, in support of the Committee are expected to span multiple years since the work plan includes ongoing activities that do not have a finite end date. Financial support of the work product the CPSC generates can come in the form of capital projects support determined by the Mayor, the Council, or potentially external sources. For external sources, some capital projects in the City, in particular the parks system, are partially or wholly funded by parks and greenspace support organizations. Communicating external progress to the Mayor's Office will take a different form than external progress reporting to advocacy entities. Both have value but determining the audience is critical to determining what gets communicated and how.

5.2.2 - Adapting Internal Reporting for External

Resources tasked with CPSC reporting should prioritize efforts for internal reporting of the Committee given the close collaboration needed to achieve the goals of ED9 in a timely manner. Internal reports will be detailed and thorough and built for the needs of the CPSC. These reports can be simplified and summarized for external reporting



through an executive summary approach, where in-depth detail is made more general and shortened. This will be one of the primary tasks of the External Partnerships resource assigned by the department to the CPSC.

The importance of external reporting cannot be overstated however, since the general public and public space advocacy organizations have taken a strong interest in the City's efforts to improve infrastructure in the public right-of-way and our parks in the last few years. We needn't look further than Measure HLA to find this interest. It should also be noted that since the CPSC, for efficiency, is not a Brown Act body, public space-focused individuals or entities that might ordinarily attend Brown Act committee meetings will want to understand how the work of the CPSC is progressing. All of these factors or pressures for transparency and accountability, will mean the CPSC will need to determine appropriate levels of external communications as it works to build out common standards for internal reporting.

5.2.3 – Interaction with the Board of Public Works and External Engagement Strategy

The Board of Public Works (BPW) will coordinate and lead the external engagement strategy for ED9, facilitating the work described in sections 5.2.2 and 5.2.5. In the near term the BPW will provide regular board presentations at Board meetings in order to provide updates on the work of the CPSC to the public. Not all CPSC departments are governed by the BPW, including RAP and LADWP, who are instrumental in supporting the work of the CPSC. The BPW will work closely with these boards and commissions and identify methods to ensure that they are included in the engagement strategy and take into account communication strategies to other boards and commissions when needed. Additionally, the BPW will work closely with public space advocates in soliciting input on the development of the CIP and external engagement strategy. Therefore, this section will evolve with more detail in future versions of the Charter.

5.2.4 – Street/Transportation Projects Oversight Committee (STPOC)

No determination has been made regarding how and if the work of the Street/Transportation Projects Oversight Committee (STPOC) might eventually be integrated into this Committee. Though there is overlap in the focus and work of the STPOC and the CPSC, STPOC is a Council-established Committee subject to the Brown Act. The Mayor's Office would need to work closely with the Council and engage with public space advocates to merge the work of these committees ideally without turning the CPSC into an entity subject to the Brown Act. Thoughtful, well-planned, robust external communication from the CPSC that the Council and public space advocates feel bought into, could assist in the effort to integrate STPOC and CPSC work, should that be pursued.

The same general approach applies to other committees not named for consolidation in the original text of ED9. An assessment can be made as needed, to potentially pull the work of existing committees into the CPSC main committee or subcommittees.

5.2.5 – External Reporting Format & Templates

As mentioned in section 5.2.2, the External Partnerships resources from CPSC members will be integral to adapting internal communications of the CPSC to external audiences. Like internal communications, external communications should forward the five goals of ED9. Additionally, all external communications must comply with the ADA requirements for web and mobile application accessibility. This section of the CPSC Charter is expected to change as reporting priorities and formats are implemented.

5.3 Systems for Progress Reporting

5.3.1 – Platforms, Systems, Tools

As mentioned earlier, the five principal goals outlined in ED9 are expected to span multiple years in implementation. Even once they are completed, there will be ongoing work for the CPSC to partake in since the work of infrastructure construction and maintenance lives on in perpetuity. This means that each of the five goals are in fact their own project for CPSC members to engage with in the short, medium, and long term. Though proper planning and resourcing of this committee will help ensure communications internal and external to the CPSC are effective,

software systems and tools can improve efficiency, transparency, and accountability between Committee members, no matter where they may be in the hierarchy of the CPSC.

These systems come in the form of platforms we already have access to in the City family: email, web-based file folders, and Google-based applications, and other secure mutually-compatible platforms. They may also come in the form of project management tools not yet procured. The CPSC may determine that additional tool sets to manage task dependencies, deliverables tracking, and other centralized tool sets may be preferable to using tool sets already at our disposal. All digital tools utilized by CPSC will meet the ADA requirements for web and mobile app accessibility. This section is expected to change as the CPSC work plan is executed.

5.3.2 - Asset Management (AMS), Customer Relationship (CRM), Project Management Information System (PMIS)

Goals 4 and 5 of ED9 call for or reference systems in procurement, currently being implemented, or already deployed, depending on the toolset and department or entity. Goal 4 calls for a common asset management system (AMS) for ED9 departments to properly track asset condition and life cycle in the public right-of-way and our parks. An AMS not only tracks these assets, it is fully embedded into the daily workload of the department by doubling as the primary work order deployment system for staff to clean, maintain, repair, and replace assets. As departments both fully adopt and integrate an asset management system into their daily operations, and adopt and implement a data capture strategy to fully account for assets they manage with relevant details like expected life, capacity analysis, conditions assessment, warranty and manufacturer's information, and attributes like paint color, all of this captured data and work orders will form some of the vital data and systems needed to implement Goal 4 regarding enhanced communication on infrastructure improvements via an AMS-311 integration and Goal 5 by forecasting asset life cycles to help create a 5, 10, and 20-year CIP. If a Department has an AMS already deployed which is different from the centralized AMS to be adopted under ED9 Goal 4, that Department will evaluate the feasibility of adopting the centralized AMS.

Goal 4 will also integrate a new customer relationship management (CRM) 311 platform for the City that does have some native asset management systems embedded, but more importantly, will integrate with other asset management systems to simplify constituent communications when residents request for a public asset to be cleaned, maintained, repaired, or replaced. Certain relevant milestones within the work order management functionality embedded in the asset management system can be mapped to the CRM and can report progress to the end user. The length of time a service request is open can help the City better understand where to focus and invest in additional staff and operations and maintenance funding.

Goal 5 will overhaul the City's project management information systems (PMIS) for capital project development and delivery and corresponding grants compliance and clearer annual and multi-year budgeting, expenditures, contracting compliance, and invoicing. A PMIS can be integrated both with the AMS, to pull important details from existing City assets or groups of assets, and with the City's CRM, so that constituents can gain a better understanding of how a capital project in their neighborhood is designed, is progressing, and where they might be able to provide feedback or better support the work.

5.3.3 - Embedded Reporting, Consultant Reporting

Closely integrated systems do the work of the other and reduce the manual work of City staff having to manually query and/or transfer data between systems. All of these systems, when fully implemented, will be able to generate an incredible amount of data and reporting that the CPSC can use for its own purposes. This functionality is embedded into the out-of-the-box AMS, CRM, and PMIS systems the City can and will procure. This embedded reporting can be configured for the needs of different departments in the CPSC, whether it be for annual budgeting, grant compliance, projecting revenue needed to keep infrastructure in a good state of repair, or for the creation and maintenance of the 5, 10, and 20-year CIP.

Implementation teams in each of the departments and external consultants provide implementation status reports that can be reused by the CPSC to track and report progress on Goals 4 and 5 of ED9. In other words, as systems are



implemented and project teams track and report on progress, this can be used to ensure internal and external reports are detailed and relevant to the audiences they are targeting. Existing work can and should be leveraged wherever possible to ensure transparency and efficiency among CPSC members.

5.4 CPSC Charter Updates

5.4.1 - Proposing Changes

The CPSC Charter is a living document that will change as the work of the Committee is implemented via the five goals of ED9. After the CPSC formally adopts this Charter (Goal 1) changes can be made regularly to the Charter if needed. The Executive Committee Champion and Executive Committee Lead can propose changes to the CPSC Charter that Departmental Executives can vote on using the same procedures outlined in section 4.2.5 of this document. Charter changes will be agendized with enough time for CPSC members to properly review proposals before voting.

Departmental Executives can also propose changes to the Charter by working with the Executive Committee Champion or Executive Committee Lead. Departmental Executives are encouraged to communicate with each other on proposed changes in order to compare proposals. The Executive Committee Lead will review Charter change proposals with Departmental Executives that wish to bring them forth. Depending on the complexity or significance of the proposal, the Executive Committee Lead may either integrate changes into the Charter, clearly demarcating what is different and ensuring the proposal is agendized for the nearest CPSC, or escalate the proposal to the Executive Committee Lead for their feedback and guidance.

5.4.2 - Tracking All Changes, Incrementing Versions

When Charter changes are adopted via the CPSC, the Executive Committee Lead keeps a running accounting of changes implemented in the table ahead and increments a new version number for the document. An executive summary of any CPSC Charter changes will be developed in collaboration with External Partnerships resources to ensure external stakeholders are kept informed.

Version	Summary of Changes with Section ID	Additional Context
1	<ul style="list-style-type: none"> ● Primarily written by Mayor's Office of Infrastructure ● Solicited input from all ED9 CPSC departments who all weighed in on the V1 ● Many of the suggestions were accepted and incorporated into the document 	CLA comments not included in V1
2	<ul style="list-style-type: none"> ● Addendums A, B, and C removed from this document and incorporated into ED9 Schedule Google Sheet referenced in V2 of this document. ● Solicited input from all ED9 CPSC departments who all weighed in on the V2 ● Many of the suggestions were accepted and incorporated into the document ● Additional clarification provided on PROW Subcommittee ● Section 2 Leadership, Roles and Responsibilities provided clarification on roles responsibilities for Subject Matter Experts and Implementation Managers (or Goal Leads) ● New language added to reference legal requirements and ADA compliance ● Section 5.2.3 added to outline role of the Board of Public Works and the engagement strategy 	Adopted at March 28, 2025 CPSC Meeting

