

An aerial photograph of a wide, multi-lane highway in Los Angeles, likely the 10 Freeway. The highway is filled with cars and trucks, moving away from the viewer. The surrounding urban landscape is visible, with various buildings, parking lots, and greenery. In the bottom right corner, a portion of a white aircraft wing is visible, suggesting the photo was taken from an airplane. The sky is clear and blue.

LAWA

MOBILITY STRATEGIC PLAN

FEBRUARY 2020

ACKNOWLEDGEMENTS

LAWA MOBILITY WORKING GROUP

Samantha Bricker, *Chief Environmental and Sustainability Officer*

Bernardo Gogna, *Chief Development Officer*

Michelle Schwartz, *Chief External Affairs Officer*

Barbara Yamamoto, *Director, Guest Experience & Innovation*

Tina Backstrom, *Supervising Transportation Planner, Environmental Programs Group*

Michelle Irwin, *Senior Management Analyst, Commercial Development Group*

Shirlene Sue, *Airport Manager, Landside Management & Airport Permits, Operations*

Glenda Silva, *Legislative Representative, External Affairs*

Melissa Molina, *Rideshare Program Manager, Human Resources*

Consultant Team

Nelson\Nygaard Consulting Associates



CONTENTS

INTRODUCTION	i
--------------------	---

LAWA MOBILITY FRAMEWORK	1
-------------------------------	---

GOAL ONE

A COLLABORATIVE AND INNOVATIVE APPROACH TO MOBILITY	3
---	---

GOAL TWO

SUSTAINABLE AND FLEXIBLE MOBILITY	9
--	---

GOAL THREE

A CONVENIENT AND EFFICIENT MOBILITY EXPERIENCE	13
---	----

GOAL FOUR

STRONG AND EFFECTIVE MOBILITY PARTNERSHIPS	17
---	----

NEXT STEPS	21
------------------	----

INTRODUCTION

This Strategic Plan commits LAWA to addressing mobility holistically for the benefit of passengers, employees, and the community.

As the agency responsible for planning, design, construction, and operations of passenger, cargo, and general aviation facilities in Los Angeles, Los Angeles World Airports (LAWA) plays an indispensable role in meeting regional travel demand, and welcoming the world to Los Angeles. LAWA—and Los Angeles more broadly—is simultaneously experiencing unprecedented investment in its transportation infrastructure alongside a transformational shift in emerging modes and new transportation technologies. New transportation connections are underway due to the Landside Access Modernization Program (LAMP), which aims to reduce congestion for people traveling to and from LAX. Through the development of Intermodal Transportation Facilities (ITFs), the LAMP presents alternatives for off-site parking, along with new pick-up and drop-off locations to reduce the heavy congestion in the Central Terminal Area (CTA). The development of the Automated People Mover (APM) presents additional circulation improvements through the CTA, and will facilitate broader connections to the expanding transit network. Key transportation investments benefiting LAX include the impending completion of the Metro Crenshaw/LAX Project, which will provide a light rail connection to the expanding footprint of LAX via the Airport Metro Connector Transit Station, and will be accessible by LAWA's future APM. In total, LAWA's \$14 billion capital improvement program will enable transformative change at how people come to and from LAX, along with their experience at the airport itself.

While exciting investments are underway, landside access continues to be a major challenge for both passengers and employees. While LAX is the fourth busiest airport in the world and moves more than 86 million passengers annually, it has the highest number of trips that start and end at its doorstep of any airport worldwide, meaning connections to and from the surrounding region are paramount. Being heavily dependent upon ground transportation access has resulted in significant traffic congestion on surrounding surface streets, with increasingly unreliable travel times to and from the airport. Furthermore, limited ingress/egress options have increased circulation challenges, with restricted traffic flow through the CTA. In addition, LAWA has more than 50,000 employees, which has put an additional strain on surrounding congestion and required extensive parking.

In order to overcome current challenges and harness opportunities from new transportation investments, a holistic approach to mobility policy, programs, and initiatives is needed to reinforce these investments and enable a paradigm shift in mobility that ensures LAX can serve its passengers and employees – and support the surrounding community – in a sustainable manner. LAWA is taking a decisive step forward by creating a new Mobility Unit to implement a comprehensive and strategic vision for mobility to address present day challenges and anticipate those of tomorrow. By establishing the Mobility Unit, LAWA can create a structure for collaboration, information-sharing, and streamlined decision-making to increase efficiencies and enable more cohesive plans and projects going forward. Given the diverse array of mobility initiatives that are managed across the organization, the Mobility Unit will serve as the gatekeepers of LAWA's mobility vision and support in the strategic development, decision-making, and delivery of mobility initiatives. The Mobility Strategic Plan serves as the foundation for the Mobility Unit's vision, mission, and values, and outlines a roadmap for its mobility priorities for the years to come.

Development of the Plan

This plan was developed with input from staff across LAWA, convened through a Mobility Advisory Committee that included representation from seven departments. Plan development was advanced in this collaborative environment, where staff and executive leadership provided feedback on LAWA's mission, vision, and values for mobility. In addition, this cross-section of staff prioritized strategies, set benchmarks for the plan, and committed to leading their colleagues in delivering LAWA's mobility priorities.

This document is organized around four goals tied to achieving LAWA's mobility vision.



GOAL ONE

**A COLLABORATIVE AND
INNOVATIVE APPROACH TO
MOBILITY**



GOAL TWO

**SUSTAINABLE AND
FLEXIBLE MOBILITY**



GOAL THREE

**A CONVENIENT AND
EFFICIENT MOBILITY
EXPERIENCE**



GOAL FOUR

**EFFECTIVE AND
OUTCOME-ORIENTED
MOBILITY PARTNERSHIPS**

The goals outline overarching priorities that advance Los Angeles and the region's mobility initiatives, while addressing key areas of opportunity to improve LAWA's mobility management internally. Each **goal** forms a chapter and includes a list of strategies and actions to achieve that goal. Each **strategy** is the approach LAWA will take to achieve each goal. Each **action** is the measurable step LAWA will take to achieve the strategy. All actions include an associated deadline for completion to help drive progress toward LAWA's mobility goals. To reinforce the priorities outlined in the plan, LAWA will be developing requisite budget and resource considerations for each action to empower staff to advance these key opportunities.

HOW TO READ THE PLAN

Given the dynamic nature of mobility, this is intended to be a living document that LAWA addresses iteratively and collaboratively with internal and external stakeholders. The intent of this plan is to provide LAWA, the Mayor, City Councilmembers, and the public with an achievable and focused summary of LAWA's goals and plans to achieve them.

GOAL

Key priority area to achieve the vision

SUSTAINABILITY AND FLEXIBLE MOBILITY

STRATEGY

Area of focus to achieve the goal

1 Incentivize Alternatives to Driving to and from LAX

ACTION




Key activity or initiative to advance

A Develop campus-wide mobility principles and an agency-wide baseline of targets to guide future projects.



TIMELINE

Desired deadline to achieve each action

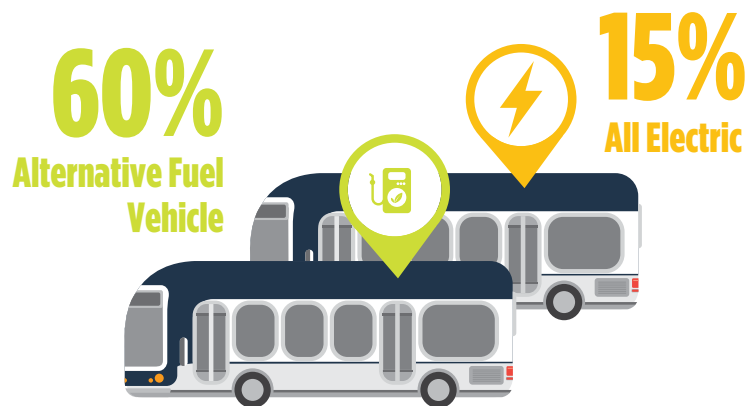
-  Short-term: 0-2 years
-  Medium-term: 3-4 years
-  Long-term: 5+ years

Leading the Way: Ongoing Mobility Initiatives at LAWA

CLEAN FLEET PROGRAM

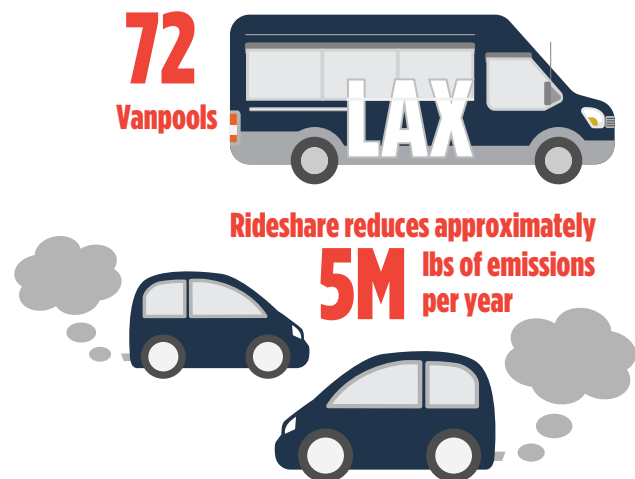
LAWA operates the nation's largest airport alternative-fuel fleet.

Alternative fuel vehicles make up over 60% of LAX's fleet; 15% of the fleet is now electric. LAWA has approved the purchase of 20 new electric airfield buses for LAX.



LAWA COMMUTER OPTIONS

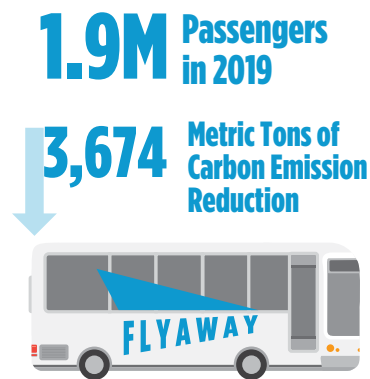
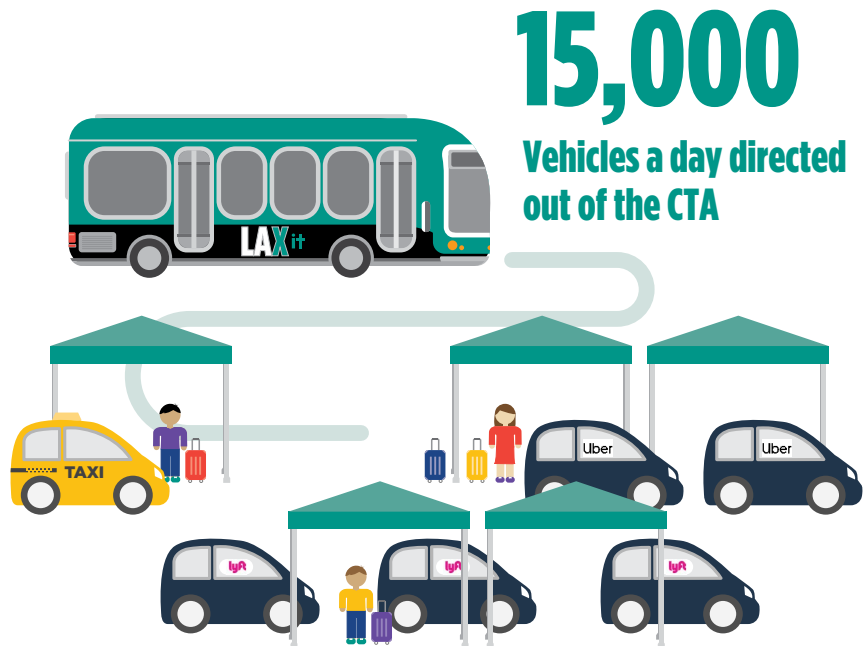
LAWA RIDESHARE: LAWA's fleet of 72 vanpools is one of the largest airport-run programs in the nation. It is also the most popular LAWA program, with approximately 19% of LAWA employees participating in the program. LAWA Rideshare saves over 20,000 gallons of gas per month, and reduces roughly five million pounds of carbon emissions each year.



INGLEWOOD-LAX TDM PROGRAM: Inglewood and LAWA have partnered to develop a Transportation Demand Management (TDM) program to provide efficient, high occupancy vehicle access to LAX for employees who live in the City of Inglewood. Over 3,000 LAX employees live in the City of Inglewood, and this TDM program will provide a free, fast and efficient alternative for employees who work in the CTA. Inglewood is in the process of developing a pilot program to be implemented this calendar year.

PASSENGER TRAVEL

LAX-IT: In October 2019, LAWA implemented LAX-it as an interim ground access solution to replace lost terminal curbside use due to construction until LAMP improvements are open in 2023. The lot diverts approximately 15% of CTA traffic during peak hours, and an average of 15,000 vehicles a day out of the CTA – exceeding targets set for the program’s initial operations.



LAX FLYAWAY: The LAX FlyAway bus served more than 1.9 million passengers last year, resulting in reduction of 3,674 metric tons of carbon emissions.

LAWA is actively working on creative solutions to enhance the FlyAway service. In July 2019, the Mayor’s Office of Economic Development partnered with LAWA to host a design workshop to develop creative solutions to optimize and expand FlyAway offerings. This resulted in 66 ideas for modernizing the FlyAway, 15 of which were prioritized by the group for LAWA’s consideration in upcoming procurement efforts.

EV CHARGING: There are more than 150 electric vehicle chargers installed at LAX.

150 Electric Charging Stations



LAWA MOBILITY FRAMEWORK

Mobility means many things to many people. For the purpose of LAWA's Mobility Strategic Plan, mobility refers to the movement of people and goods to, through, and from LAX, and is inclusive of all modes but passenger aviation. The framework outlined here defines how LAWA is approaching its facilitation of mobility projects, programs, and services.

Vision

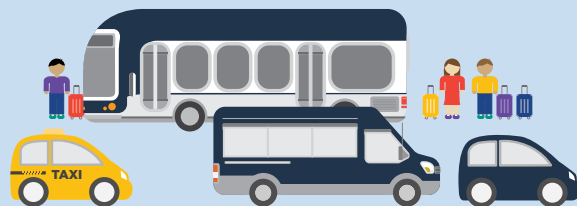
LAX offers a world-class mobility experience, connecting people to convenient and sustainable transportation options for every journey, whether they visit, live, or work in LA.

Mission

LAWA's Mobility Unit collaboratively develops and implements a holistic mobility strategy to move people and goods to, through, and from LAX. By setting priorities toward a common vision, the unit shapes transportation policies, projects, programs, and partnerships that create a high-quality mobility experience for all.

DEFINING MOBILITY:

Mobility is the movement of people and goods to, through, and from LAX.



Values



Sustainability

LAWA provides resilient, integrated mobility options that reduce vehicle trips, vehicle miles traveled, greenhouse gas emissions, and congestion from LAX travel.



Collaboration

LAWA collaborates with internal and external partners to advance our shared vision and champion mobility initiatives from concept to implementation, aligning with broader regional mobility strategies and solutions.



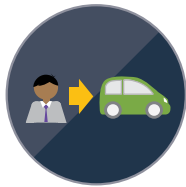
Quality

LAWA creates a welcoming gateway to Los Angeles by providing a mobility experience that is efficient, simple, and convenient.



Innovation

LAWA is creative, progressive, and flexible, embracing change and shaping mobility policies, projects, and programs at LAX for today, tomorrow, and years to come.



Availability

LAWA connects people and goods to safe, affordable, and reliable transportation services and programs that meet diverse mobility needs.



GOAL ONE

A COLLABORATIVE AND INNOVATIVE APPROACH TO MOBILITY

A key to success for LAWA's mobility vision is a strong foundation from which to advance its mobility priorities and deliver progressive solutions.

The launch of the Mobility Unit presents the opportunity to formalize a cohesive approach to mobility across LAWA, but requires a commensurate framework to do so. As such, many of the short-term actions focus on formalizing the staffing, structure, and resources needed by the Mobility Unit that give LAWA the requisite support and prioritization for mobility it needs to deliver its vision. This includes a focus on tools and systems that are required to enable the collaborative environment envisioned across the matrixed organization, and to ensure priority initiatives are advanced, measured, and communicated both internally and externally.

This framework is especially important to leverage the transformational changes underway across the transportation industry, and to catalyze the application of transportation technologies in a way that benefits LAWA in the near and long-term. This requires a collaborative approach to embracing new ideas and designing new solutions, both across the organization and with partners throughout the City and region that are facing similar challenges and seizing shared opportunities. This also requires clarity through policy, which must be enabled both digitally and physically, to anticipate and embrace new mobility solutions. Together, this approach allows LAWA to be flexible and future-proof, not prescribing every step of its path forward, but communicating a consistent vision for the outcomes and benefits that it intends to deliver.

1. Formalize the Staffing, Resource Needs, and Operations of the Mobility Unit

Building the internal foundation for the Mobility Unit is the priority to set up the organization for success in delivering the Mobility Strategic Plan. These first-year actions provide the essentials to deliver and communicate LAWA's progress on its key mobility initiatives.

- A** Establish a charter for the Mobility Unit that outlines the unit's scope, structure, responsibilities, and interface to internal and external stakeholders, considering planning, policy, and operations functions internal to the unit, as well as the relationships and roles within the nexus of relevant LAWA departments.
- B** Formalize a functional organizational chart to situate and frame the Mobility Unit's relationship to departments across LAWA and articulate roles and responsibilities.
- C** Develop performance metrics and a reporting schedule for Mobility Unit goals and actions.
- D** Assess staffing and resource needs to build out the Mobility Unit.
- E** Develop annual budget requirements for the Mobility Unit, based on staffing needs and ownership of identified mobility initiatives.





2. Identify Processes and Tools to Share Information and Increase Efficiency

Clear processes and communications platforms support collaboration toward identifying and advancing shared goals.

- A** Establish a Mobility Working Group as a cross-functional entity that includes representation from key departments leading mobility initiatives across LAWA to exchange information, collaborate, and operationalize LAWA's mobility vision, mission, and values across the broader organization.



- B** Establish a decision-making framework that identifies roles, responsibilities, and an escalation ladder for implementing mobility programs, policies, and projects.



- C** Create a prioritization tool for Mobility Unit efforts to effectively distribute available resources.



- D** Develop a reporting tool or dashboard to track and communicate progress on the initiatives outlined in the Mobility Strategic Plan for internal and external stakeholders.



- E** Develop a digital inventory that contains information on all pertinent mobility initiatives, including project and communications materials, to improve internal and external information-sharing on LAWA's mobility programs.



3. Leverage Data to Prepare for the Digital Transformation

The digital transformation presents opportunities to improve processes, increase operational efficiencies, and leverage data and technology to incentivize the mobility behaviors and outcomes LAWA seeks to achieve. A concerted approach to designing digital policy and data standards that codify what LAWA seeks to replicate in the physical realm is critical to safeguarding the organization's priorities in the era of new mobility, and provides a platform for progressive changes that further its mobility vision.

- A** Upgrade the Ground Transportation Management System (GTMS) to digitize on-boarding and permitting processes to streamline mobility/service provider documentation.

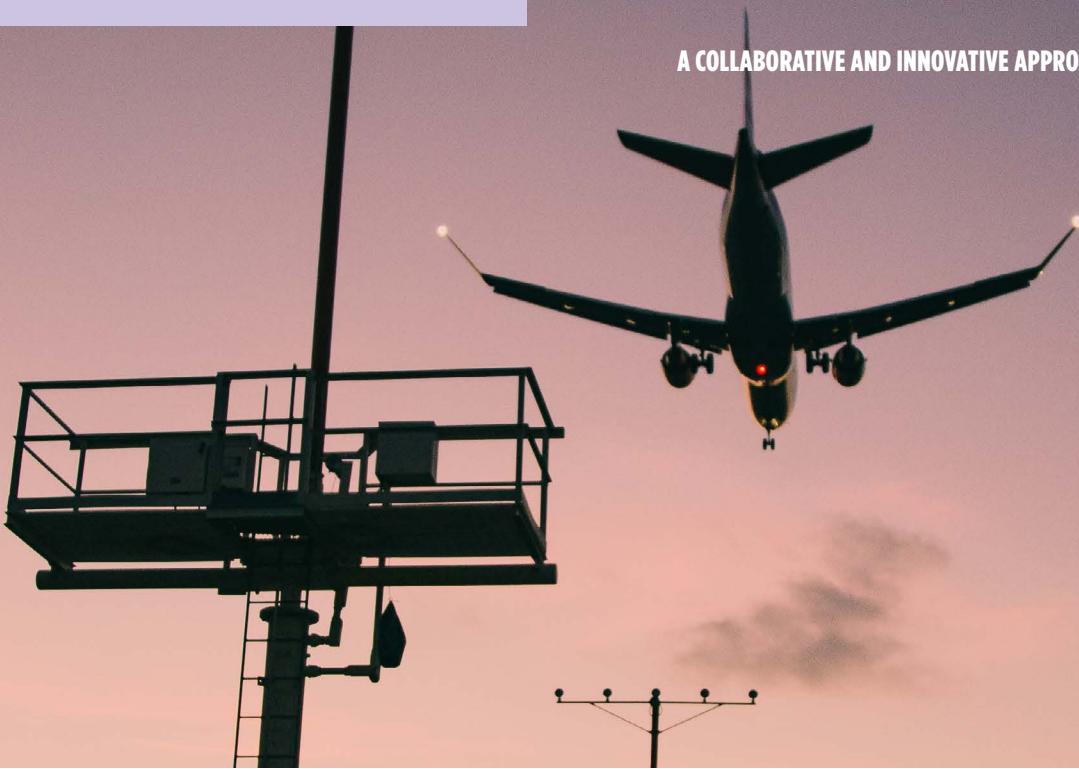


- B** Establish data standards for mobility data collected by LAWA and a data inventory to share with internal and external stakeholders.



- C** Establish data collection and management protocols to communicate policies and operational restrictions in real-time, as well as to enable interoperability across mobility-related programs.





4. Foster a Culture of Experimentation to Seize Mobility Opportunities

Embracing new ideas requires spaces for divergent perspectives to collaborate, be it through advancing alternative procurement mechanisms or convening stakeholder forums. The result is an organization that is informed and equipped to implement progressive solutions that benefit the day-to-day mobility experience at LAWA, while establishing itself as a leader in mobility.

- A** Identify opportunities to develop and accelerate pilot projects and partnerships by leveraging external resources, such as partner agency bench contracts or procurement.



- B** Convene a global council of experts, leveraging thought leaders and implementers across leading transportation and airport agencies and companies.



- C** Establish partnerships with local universities, accelerator programs, and venture capital firms to identify pilot projects at LAWA.



- D** Leverage the innovation hangar to generate ideas that advance the vision, mission, and goals of the Mobility Unit.



- E** Increase flexibility in procurement processes by using new procurement tools internal to LAWA, increasing the budget cap of sole source project opportunities, and streamlining administrative processes.



GOAL TWO

SUSTAINABLE AND FLEXIBLE MOBILITY

Campus-wide mobility principles that encourage the utilization of our transportation investments, such as the Landside Access Modernization Program, will help set the foundation for a balanced and efficient mobility ecosystem at LAX.

The significant transportation infrastructure investments that LAWA is making campus wide – along with those benefiting LAX from across the region – cannot expect to achieve the significant behavioral change desired for passenger and employee travel alone. Rather, a comprehensive suite of solutions – including progressive policies and new transportation services – can help alleviate congestion in the CTA and reduce traffic on roadways around the airport, thereby benefiting passengers, employees and neighboring communities. As with all priorities identified in this plan, LAWA can ensure success through collaboration with partners across its campus, from airlines to vendors, along with regional transportation agencies that can provide infrastructure, services, and ideas to bolster LAWA's mobility programs going forward.



1 Incentivize Alternatives to Driving to and from LAX

Addressing the increasing levels – and associated costs – of congestion at LAX requires a clear plan for prioritizing transportation services across the expanding airport campus, and implementing commensurate policies and programs that prioritize modes that move the most people in the most efficient way.

- A** Develop and establish campus-wide mobility principles and an agency-wide baseline of targets to guide future projects upon approval of key internal and external stakeholders.



- B** Prioritize and incentivize the use of high-capacity, shared-mobility options for travel to and from LAX through demand-management policies and programs, such as emissions fees or congestion pricing.



- C** Consider a TMO to provide information on transportation programs and manage communications to LAX stakeholders, including coordination with major employers at LAX to increase employee transportation options.



- D** Revise parking pricing to incorporate demand-based pricing strategies.



- E** Partner with airlines to explore integrated ticketing solutions for airline and transit tickets (e.g., option to purchase a FlyAway ticket or Metro pass when booking flights).



- F** Partner with TSA to explore expedited security screening for FlyAway passengers and other transit customers to incentive high-capacity vehicle travel to LAX.



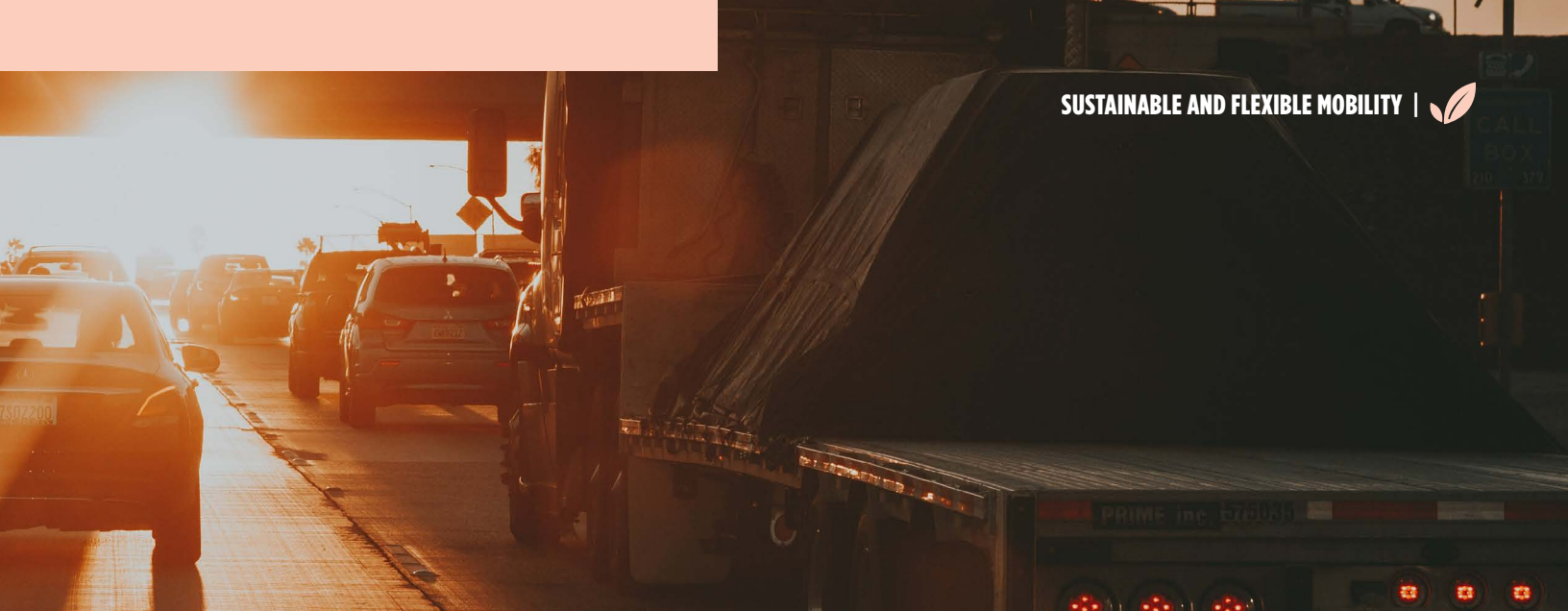


2. Minimize Single-Occupancy Vehicle Trips to and from LAX During Construction

During the coming years of major construction, a concerted focus on reducing single occupancy vehicles (SOVs) into the most congested parts of LAX will be essential. Providing contractors with alternatives to driving – and discouraging driving directly onto the LAX campus – can help to reduce impacts and ignite behavioral change that can benefit LAWA in the long-term.

- A** Develop and implement new parking policies for contractors and their employees to be included in upcoming RFPs and contracts that remove parking subsidies and direct contractors to off-site parking locations.
- B** Investigate reduced rates on transit and FlyAway for travel to and from LAX for all LAX employees.
- C** Evaluate expansion of contractor shuttle services from remote parking into the CTA and LAX campus during LAMP construction.





3. Provide New and Expanded Transportation Options at LAX

The opportunities to expand the number and quantity of mobility service offerings to and from LAX are tremendous. Building partnerships with transit agencies and operators across the region can augment capacity and promote new connections for passengers and employees alike. In addition, focusing on revamping existing services – such as the FlyAway – can help LAWA optimize its service provision and improve the customer experience.

A Develop a Southern California “LAX accessibility index” of travel options, times, costs, and experiences to inform investments in mobility projects, services, and programs.



B Coordinate with local and regional transit agencies to enhance multimodal transportation connections to LAX, including service expansion and infrastructure improvements.



C Establish or partner with other agencies to develop a microtransit pilot service to provide connections for shorter trips and/or lower density areas.



D Identify public-private partnership opportunities to build infrastructure to serve electric vehicle and alternative fuel needs for ground transportation services.



E Prepare an RFP for FlyAway service renewal to include performance-based standards to exceed contract requirements, and incorporate flexible provisions to incentivize new ridership and ancillary revenue streams.





GOAL THREE

A CONVENIENT AND EFFICIENT MOBILITY EXPERIENCE



Whether heading to work or a far-away adventure, the journey to and from LAX is a defining part of the travel experience.

More than 86 million passengers and over 50,000 badged employees travel to, through, and from LAX each year. As defined throughout the strategic planning process, LAWA staff collectively recognized that the mobility experience starts and ends far beyond the footprint of LAX. As such, reducing hassles and headaches by providing increased service offerings, travel information, and payment options are important priorities. This can be achieved through both digital and physical services that provide real-time information to passengers and employees, and that enhance the travel experience.



1. Provide Timely and Relevant Information

Providing customers with complete and current information on their travel options enables informed decision-making and instills confidence in choosing a new travel alternative. Increasing information on travel options requires a collective communications effort—from airlines to agency partners and media outlets—and associated physical wayfinding and digital platforms that equip travelers with the knowledge they need to move more conveniently and comfortably.

- A** Partner with airlines to provide customers with mobility information to support their arrival at and departure from LAX. 

- B** Work with regional agencies, employers, media, and community partners to expand messaging opportunities and communication about travel options to and from LAX. 

- C** Expand the use and integration of open-source technology for multimodal trip planning, real-time travel conditions and arrival times, and management of mobility services. 

- D** Expand wayfinding program and digital signage inside terminals, at baggage claim, and in the CTA to help passengers connect from the terminals to mobility options (including connections to the City Bus Center). 



2. Improve Connections to Mobility Options

New transportation alternatives are only as effective as their integration into the larger mobility ecosystem at LAX and across the region. As such, improved transit connections, integrated payment, and enhanced customer amenities can help to reduce barriers to entry and improve the customer experience.

- A** Facilitate improved first/last mile connections to surrounding transit services, particularly in advance of the APM opening.
- B** Advocate for integrated payment solutions for all mobility offerings to and from LAX.
- C** Provide staff training and revamp existing information booths as “ground transportation customer service centers” in each terminal to provide multimodal transportation information and offer payment options for various services (e.g., ticket vending machine for TAP, inclusive of ticket purchase option for FlyAway).
- D** Use placemaking, streetscape, and right-of-way treatments to create a safe and pleasant mobility environment in the CTA.





3. Incorporate Changing Mobility Needs to Improve the Experience of Travelers and Employees

Collecting data and insights on the customer experience can improve transparency, increase accountability, and accelerate needed improvements to achieve LAWA's mobility outcomes. Collecting information is a collaborative effort across mobility service providers, agency partners, airlines, and the organization itself to ensure that LAWA's mobility programs continue to be designed and delivered with the customer—be it employees or passengers—in mind.

- A** Incorporate questions about customers' knowledge of options and experiences with mobility at LAX as part of broader customer satisfaction and business surveys.
- B** Assess opportunities to collect real-time customer feedback (e.g., via an app or in partnership with airlines).
- C** Facilitate information exchanges between mobility service providers, such as sharing passenger feedback across providers, to enhance amenities and service offerings.
- D** Implement recommendations from mobility needs survey for all LAX employees and integrate participation into long-term vendor, airline, and concessionaire contracts.





GOAL FOUR

EFFECTIVE AND OUTCOME-ORIENTED MOBILITY PARTNERSHIPS

Strong partnerships—with both local agencies and international peers—can offer great insights, lessons learned, and opportunities to collaborate to achieve LAWA’s mobility vision.

LAWA cannot achieve its mobility vision alone. Starting with partners on its own campus, LAWA must reinforce and expand its connections with employers at LAX to articulate the rationale for its mobility vision and build a shared understanding and roadmap for how to provide new services that benefit all LAX employees. Given the major barriers to entry that transportation can impose on economic opportunity and job retention, it is critical to view employee transportation offerings as a fundamental investment in ensuring a stable workforce and preparing for succession planning.

A more robust communications process for LAX employees and external partners alike will also support LAWA in cohesive messaging around its mobility priorities. This provides LAWA with the value of increased visibility and clarity of its efforts, which is especially important so that LAWA can advocate effectively for its position on local and regional mobility initiatives that may impact its future planning and operations. The ambitious plan for the region’s mobility future rests on increased information-sharing and collaboration across leading transportation agencies, including LAWA. The future of our region depends on breaking down traditional silos, identifying shared goals, and ensuring that LAWA as an organization is prepared to communicate and deliver on its role within the region, and as the gateway to Los Angeles for millions each year.





1. Build, Expand, and Sustain Relationships with All Employers at LAX

Engaging with partners on the LAX campus, including unions and employers, will help to identify early challenges and encourage the development of subsequent solutions that promote the daily needs of those regularly traveling to and from LAX. The actions outlined below could align with the potential implementation of a TMO, as outlined in Goal Two.

- A Engage employers and unions in conversations to identify solutions that provide employees with transportation options and help to meet LAWA's mobility goals.








- B Streamline communication protocols so that information, announcements, and alerts are distributed to all LAX employees.




2. Strengthen External Communications for Mobility Projects and Programs

Effective execution of LAWA's mobility initiatives requires coherent messaging and meaningful stakeholder engagement. Clearly defined communications protocols can help reinforce the process and resources required to provide tailored information to LAWA's mobility stakeholders and its neighbors to address potential challenges and identify new forums to highlight LAWA's progress on its mobility goals.

- | | |
|--|---|
| <p>A Develop a communications protocol for LAWA employees and representatives to follow in initiating and executing stakeholder outreach on LAWA's mobility projects and programs.</p> |  |
| <p>B Develop a market segmentation analysis of LAX travelers to establish customized marketing strategies based on the "LAX accessibility index."</p> |  |
| <p>C Adopt a streamlined contact management system that provides a current contact list of tenants, contractors, agency partners, and other key resources.</p> |  |
| <p>D Update and market LAWA's existing and future digital portals to clearly communicate mobility options to passengers and others traveling to or from LAX.</p> |  |
| <p>E Enhance relationships by participating in meetings of local community groups including, but not limited to, adjacent neighborhood councils, City Council Offices, and local Councils of Governments.</p> |  |

3. Foster Agency Relationships to Advance LAWA's Mobility Vision and Priorities

A proactive approach to collaboration with the City and other public partners promotes clear lines of communication and presents new forums for collaboration. Building the internal infrastructure around activating key communications staff, identifying existing external forums where LAWA should participate, and initiating opportunities to seek advice from key public partners can reinforce a commitment to shared goals and the advancement of priority mobility initiatives providing benefits across the region.

- A** Identify key communications forums (e.g., working groups, committees) and integrate key LAWA staff into proactive discussions on regional mobility efforts. 
- B** Establish a core contacts and resources list from City of LA, Metro, municipal transit operators, and Caltrans to offer real-time information and implementation support on mobility projects and programs that may impact LAWA. 
- C** Set guidelines for activating LAWA's Public Affairs communications and lobbying teams. 
- D** Advance coordination with other City departments (Port of LA, LADOT) for shared planning and operational responsibilities pertaining to freight and logistics impacting LAX circulation. 
- E** Establish an advisory group of key agency and elected partners to meet on a quarterly basis to exchange information and discuss opportunities to advance LAWA's mobility goals. 

NEXT STEPS

The road ahead for mobility at LAWA is brimming with possibilities and near-term opportunities. This work will be led by LAWA's Mobility Unit, which will reside under the Environmental Programs Group. The Mobility Unit will be supported by a Mobility Working Group, which will be a cross-functional entity that includes representation from key departments leading mobility initiatives across LAWA. This group will exchange information, collaborate, and operationalize LAWA's mobility vision, mission, and values across the broader organization. As such, the structure, staffing, and resourcing of the Mobility Unit and the Mobility Working Group will be some of the highest priorities in year one.

As shown through the mobility spotlights included throughout the document, many exciting mobility initiatives are underway. With the completion of the Mobility Strategic Plan, LAWA is poised to enter this next decade with a clear direction of its mobility vision, mission, and values in hand – and a clear mandate to address its mobility priorities holistically in advance of the APM opening in 2024, and to the arrival of the Olympic and Paralympic Games in 2028. LAWA is ready to embrace new ideas and design new solutions to create a new mobility paradigm at LAX, and welcome the world to Los Angeles each and every day.



