

NOVEMBER 2021

Urban Movement Labs Strategic Plan 2021 - 2023



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Figure 1. UML team at a strategic planning workshop in June 2021



Executive Director's Welcome

Greetings Angelenos, government and business leaders, community organizers, and anyone interested in improving the ways we move and live,

This is the inaugural three-year strategic plan for Urban Movement Labs (UML), an organization that links government, companies, and community members to modern technology solutions to help solve transportation challenges in Los Angeles. With the support of the City of Los Angeles and the Mayor's Office, Urban Movement Labs aims to make Los Angeles the model city for safe, sustainable, equitable, and accessible movement of people and goods, with learnings to replicatre around the world.

This first strategic plan focuses on moving UML from its initial startup phase into a larger, more sustainable organization that is the trusted partner of public agencies, communities, and private technology companies. With a unique operating model, our organization is poised to move the needle when it comes to how new transportation technologies serve the needs of Angelenos' daily lives. This Strategic Plan presents our vision, mission, and values, with an associated plan of action to make Los Angeles the transportation innovation capital of the world.

On behalf of the Board of Directors and staff of UML, I'm pleased to share this strategic plan and look forward to executing the actions as presented herein. The City of Los Angeles, as well as the broader Southern California region, has a unique diversity of people, industries, geographies, and mobility challenges, reflective of mobiltiy around the world. If we can successfully test and deploy new transportation and mobility technologies here, they can work anywhere. Urban Movement Labs is here to make that a reality, and I'm excited for what the next three years will bring.

Sincerely,



Sam Morrissey, MBA, PE
Executive Director at Urban Movement Labs



This Strategic Plan has been adopted by a unanimous vote of the Urban Movement Labs Board of Directors.



Ashley Hand,
President



Justine Johnson,
Treasurer



Veronica Siranosian,
Secretary



Henry L. Greenidge



Christopher Pangilinan



Francis Pollara



Gregory Rodriguez



Lilly Shoup



Julia Thayne DeMordaunt

Adopted date: November 8, 2021

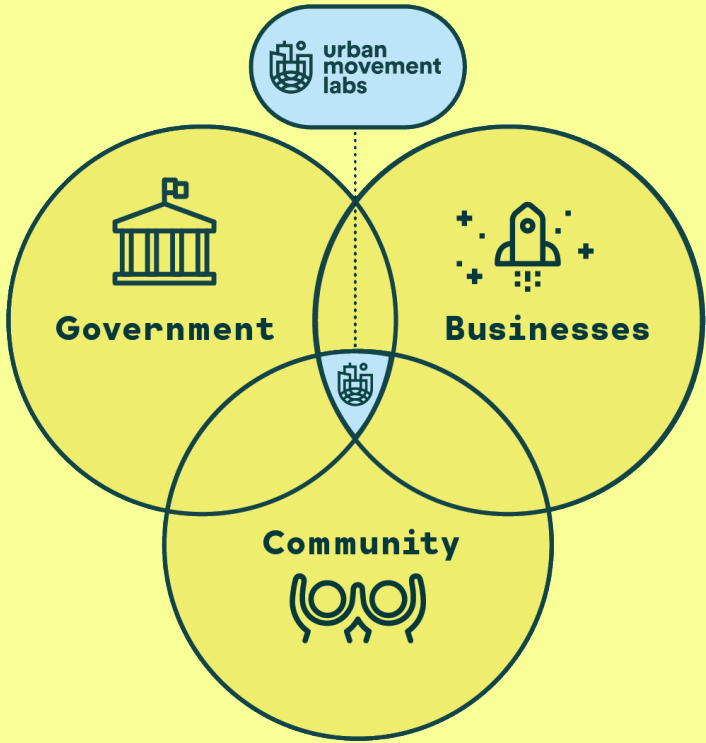
Introducing Urban Movement Labs

Urban Movement Labs is a dynamic collaboration across local government, the growing ecosystem of start-ups and innovating companies, and the people who live, work, and visit in Los Angeles. We are committed to a unified vision: a Los Angeles where new transportation technologies are tested and proven to bring tangible benefits to Angelenos' lives.

Urban Movement Labs works to position Los Angeles as a proactive convener of mobility technology companies and ensure a collaborative approach to incorporating new services into the transportation network for the benefit of all. We provide all City departments that share jurisdiction over our transportation network with support to understand and guide new technologies. Through collaboration, UML can guide projects in a way that ensures new mobility services are addressing existing needs and adding options for how people and goods move, while avoiding new challenges. Our position allows us to ask the questions and do the work necessary to ensure that new services:

- ❖ are deployed in an equitable manner to stop inequities caused by transportation investments;
- ❖ provide clean and sustainable mobility solutions for a variety of use cases that reduces the need for personal vehicle ownership;

Figure 2. UML's Convening Position



- ❖ facilitate accessibility to the daily needs shared by people across the region, including school, jobs, recreational activities, etc; and
- ❖ foster an environment that attracts new businesses and jobs to support a diverse workforce in the region.

Urban Movement Labs provides a much-needed third space for collaboration, which prioritizes a community-first approach for local agencies, communities, and companies, to co-create and co-implement mobility solutions. Our aim is to match solutions to daily transportation challenges, then test them in real urban conditions within Los Angeles' city limits in a way that provides community members with a sense of ownership via pilots that facilitate community input and feedback. UML leverages a hybrid public-private advisory structure; project teams consisting of community members, businesses, and agency employees; and technical and workforce evaluation and development advisory groups. These groups work in tandem across a four-step process, which first identifies problems, then crowd-sources solutions, then refines proofs-of-concept, and finally tests out pilots.

Our work is to:

- ❖ clearly define and prioritize the problem(s) and community need(s) to address;
- ❖ create a portfolio of diverse member companies and deploy innovative pilots to drive impact: solutions and enable rapid learning;
- ❖ test new approaches to public-private partnerships in mobility;
- ❖ define business case and success metrics to facilitate philanthropic and corporate investment; and
- ❖ galvanize the community and broader partner eco-system for innovations to come.

Urban Movement Labs is a 501(c)(3) public benefit corporation with the purpose of charitable and educational benefits for the community. It was first announced at CoMotion LA in November 2019 and incorporated in the State of California in 2020. UML received formal status as a 501(c)(3) organization effective June 9, 2020.

Our Vision, Mission, and Values

Our Vision, Mission, and Values provide a framework for guiding what we do and developing the content of this strategic plan. The vision defines what we work towards. Our mission outlines how we make our vision a reality. And our values attest to how we approach our work.

Vision

To improve mobility, create jobs, and promote healthier communities through public and private sector collaboration to deploy technology innovations equitably in Los Angeles and eventually a larger geographic area.

Mission

Urban Movement Labs links government, businesses, and communities to match technology solutions to mobility problems by testing them in real urban conditions in Los Angeles and eventually a larger geographic area.

Values

Economic Opportunity

We leverage our position to encourage new mobility tools and accompanying economic opportunities into Los Angeles.

Equity

The opportunities and benefits of our transportation systems must be available to all Angelenos without regard to income, race, sex, religion, or any other factor.

Inclusive Mobility

Mobility is a fundamental right, and our transportation systems must accommodate and be accessible to all users, especially our most vulnerable community members.

Integrity

We are mission-driven and know that our work must always serve the greater public good.

Health and Safety

Our transportation system must prioritize the health impacts and safety of all users and communities above all other performance metrics.

Sustainability

Our transportation system must evolve to address the immediate challenges of climate change, sea-level rise, and extreme weather, and is crucial to achieving the goals of Los Angeles, the state of California, the nation, and the globe.

Figure 3. Outreach event showcasing a Great Streets proposal in Leimert Park. Picture by Jorge C   ez.



Meet Our Team

Our Board

The Urban Movement Labs Board sets the strategic direction of the organization and budget. The Board consists of nine members. The Board President is Ashley Hand, Treasurer is Justine Johnson, and Secretary is Veronica Siranosian. At-large Board members are Henry Greenidge, Chris Pangilinan, Francis Pollara (non-voting), Gregory Rodriguez, Lilly Shoup, and Julia Thayne. UML’s board members bring a collective experience that includes roles in public, private, and non-profit organizations within the transportation planning and policy world and across the US. These diverse experiences and perspectives help UML navigate the dynamic world of mobility technology while maintaining a focus on supporting community members and public agencies. Most importantly, our Board members share a passion for leveraging technology to empower communities and break down historic inequities created by past transportation investments and policies.



Henry L. Greenidge
Managing Director
at Tusk Ventures



Ashley Z. Hand
Director Of Strategic Communications
at Unified Government Of Kansas City



Justine Johnson
Head of Mobility Engagement, SoCal
Southwest Region at Ford



Christopher Pangilinan
Head of Global Policy for Public
Transportation at Uber



Francis Pollara
Director, Strategy and Development
at UML



Gregory Rodriguez
Mobility Policy Principal at Stantec



Lilly Shoup
Managing Director at Rebel



Veronica Siranosian
Vice President, Digital Director
at AECOM



Julia Thayne
Principal of Urban Transformation
at RMI

Our Staff

Urban Movement Labs is comprised of a small staff of four people; three full-time staff and one consultant. Sam Morrissey serves as Executive Director, leading all aspects of UML’s day-to-day operations and project execution. Rogelio Pardo serves as Program Director, managing all UML project-related efforts. Francis Pollara serves as Development Director and as a consultant to UML works to develop and secure new partnerships for UML. Jorge Canéz serves as Communications Associate and handles all aspects of UML’s social media presence and public information. Clint Harper is the Urban Aerial Mobility Fellow and splits his time between UML and Los Angeles, working on behalf of UML and the Fellowship.



Sam Morrissey
Executive Director



Rogelio Pardo
Program Director



Clint Harper
Urban Air Mobility Fellow



Jorge Cáñez
Communications Associate



Francis Pollara
Director, Strategy & Development



Who We Serve

Urban Movement Labs collaborates with three types of stakeholders. Because we offer the opportunity for communities, the public sector, and private sector partners to propose project ideas, we can facilitate two- and three-way dialogue across transportation sectors and geographies.

For the broader **Los Angeles community**, we work directly with residents and civic organizations to bring mobility technologies that improve mobility, improve racial equity in transportation access, and improve sustainability. For city council members and political leaders, the UML focus on jobs and economic development is key; for community-based organizations, UML is a way to bring technologies to underserved areas in LA, and for the traveling public, the chance to receive the benefits of new mobility solutions more quickly than other cities.

For **transportation agencies and other government departments in Los Angeles**, we facilitate a way to understand and prepare for technologies that will be deployed on public right of way and public transportation. The main benefit to these agencies is the opportunity to get ahead of future regulatory, programmatic, policy, and technology needs to support future mobility infrastructure.

For **companies**, we provide a pathway to measure and test new products in real-world conditions, try new approaches to partnerships, deal structures, or financing, facilitate their collaboration with communities and government agencies, and/or showcase new services for investors and stakeholders. For larger, more established companies, membership with UML can be a way to dedicate funds for testing or receive embedded team support. For startups, it can be a way to build a proof of concept and showcase technologies to investors.

Figure 4. CiLAvia in Hollywood, 2019. Picture by Jorge Cáñez



How We Serve

Urban Movement Labs classifies our work across three programs to facilitate the introduction of mobility technology in Los Angeles:

- 1. Ideas Accelerator.** Accelerates the process of moving from challenges to a project and then scaled implementation. It brings community, public, and private sector stakeholders to workshop challenges collaboratively. **This allows UML to test new mobility solutions for Angelenos.**
- 2. Urban Proving Grounds.** Streamlines the process for testing and scaling transportation technology by giving companies a clear path for permitting and guidelines for engagement, including an engaged group of stakeholders. **This allows UML to improve access to transportation options and develop new policy tools and investments for sustainable options.**
- 3. Workforce Development.** Builds capacity inside and outside of government in Los Angeles to implement and manage transportation technology projects. **This is how UML will help to develop new opportunities for education, training, and jobs from within the communities and academic institutions of Los Angeles. Develop new opportunities for education, training, and jobs from within the communities and academic institutions of Los Angeles.**

Figure 5. Downtown Los Angeles and Metro Bus. Picture by Olenka Kotyk.



Strategic Goals and Objectives

This strategic plan was a collaborative effort between Urban Movement Labs staff and board members to identify actions to make progress in making Los Angeles a place where community, public agencies, and mobility technology companies come together to innovate and guide new mobility solutions. The following pages highlight 35 actions to realize our goals for Leading by Doing, Setting Roots, and being Built to Last.

While the plan is organized into three distinct goals, the actions within each goal are interconnected, and build on one another to further establish UML’s presence and value in Los Angeles over the next three years.





Figure 6. Launch of Urban Movement Labs at CoMotion LA 2019

Goal # 1. Leading by Doing

Fostering lessons and collaboration with our partners through UML programs

This goal realizes the potential of UML’s three program areas – the Ideas Accelerator, the Urban Proving Grounds, and Workforce Development – at scale. UML will build on lessons learned from our initial projects and refine our delivery methods to tackle new projects and emerging initiatives. By executing projects in alignment with our vision and values, UML will be a national model for technology innovation.

Effective implementation of our programs guides new mobility technology solutions to address the challenges community members face today and generates lessons that can be shared worldwide.



Figure 7. First Zero-Emission Vehicle Loading Zone in Los Angeles, October 2021.

Figure 8. Image by our partner, Automotus, used used to showcase a Smart Loading Zone.



1.1 Use pilot projects to facilitate public and private sector collaboration to provide new mobility options that reduce environmental impacts and improve accessibility

- 1.1.1 Conceptualize pilot projects with partners to test new mobility technologies in a way that addresses existing transportation challenges.
- 1.1.2 Develop a process for identifying and engaging community stakeholders during the development and rollout of pilot projects.
- 1.1.3 Document pilot project process, lessons, and return on investment for partners to inform public policy development, infrastructure investment, and regulatory approaches.

Figure 9. A multimodal Los Angeles. Picture by Jorge Cáñez.



1.2 Use Urban Proving Grounds to drive innovation towards solving community challenges in Los Angeles (and beyond)

- 1.2.1 Define Urban Proving Grounds and develop criteria for establishing community-identified Urban Proving Grounds in diverse communities of Los Angeles.
- 1.2.2 Foster community partners who can champion and collaborate in the development of Urban Proving Ground efforts in Los Angeles.
- 1.2.3 Collaborate with City agencies to develop a permitting approach to streamline pilot projects in designated Urban Proving Grounds

1.3 Assist UML partners (public and private) with growing the transportation technology workforce in Southern California

- 1.3.1 Engage UML partners (public and private) to understand the existing and anticipated workforce and skills challenges.
- 1.3.2 Encourage partners to hire local staff for the execution of pilot projects.
- 1.3.3 Create paid internships, sponsor research, and host workshops with local high schools, colleges, and universities focused on diversity and transportation technology.
- 1.3.4 Create paid internships, sponsor research, and host workshops with local colleges and universities focused on diversity and transportation technology



Figure 10. Urban Movement Labs at their new office in Downtown LA during the virtual event about Urban Air Mobility Community Engagement

This goal centers on objectives and actions to build trust in the communities and technical areas UML operates in, with a vision of growing UML’s work and roster of public and private partners. The focus of the goal is on communications through multiple channels to build and cultivate a network of supportive community organizations, advocacy groups, and similar organizations working in the transportation industry.

Building our network and visibility will foster long-term sustainability for UML and will attract new partners and new project opportunities. Further, our ability to tackle tough challenges facing Angelenos requires mutual trust and respect, which is dependent on clear and consistent communication.



Figure 11. Our friends at Kiwibot enjoying a School Street Pilot as part of LADOT’s Walk to School Day.

Goal # 2. Setting Roots

Establishing UML's role connecting mobility technology and communities

Figure 12. Walk to School Day 2021. The UML team volunteered to support and enjoy LADOT’s School Street Pilot.



2.1 Promote a diverse transportation technology community in Los Angeles

- 2.1.1 Develop a strategy for partnering with other transportation tech organizations that reaffirms UML's value add in the transportation technology space, and facilitate knowledge sharing through webinars, events, panels, and other functions.
- 2.1.2 Develop a strategy to foster, maintain, and test relationships with Los Angeles community-based organizations to establish UML as a trusted partner to engage community members on the topic of transportation technology in a way that is inclusive of their efforts.
- 2.1.3 Host and/or participate in regular meetings that bring together UML partners and guest speakers from neighboring jurisdictions, UML Board, and other audiences to foster collaboration and strengthen our relationships between partners.

2.2 Build awareness of the UML approach to technology innovation within the transportation industry

- 2.2.1 Publish materials that highlight lessons learned through UML programs.
- 2.2.2 Develop a systematic approach for leveraging board knowledge and resources to elevate UML's presence and supplement staff capacities.
- 2.2.3 Participate in existing coalitions and facilitate new forums (as appropriate) of similar organizations nationally and globally to form a community of practice.
- 2.2.4 Establish UML as a resource to public sector agencies beyond the City of Los Angeles, such as Caltrans, Los Angeles County Metro, and the Southern California Association of Governments.

2.3 Communicate UML's presence and value

- 2.3.1 Regularly publish a newsletter and blog posts (or similar) that highlights emerging ideas, diverse perspectives, and project thought leadership.
- 2.3.2 Leverage Social Media to showcase UML's ability to facilitate conversations associated with mobility technology topics.
- 2.3.3 Develop an outreach campaign to facilitate ongoing community engagement and inform UML's work.
- 2.3.4 Develop an approach for working with and convening a Community Advisory Board to guide UML's work.
- 2.3.5 Develop an annual report of work completed and key lessons to be shared broadly, including UML project impacts, number and types of projects, and how stakeholders were engaged.

2.4 Strengthen and expand existing relationships in the City of Los Angeles

- 2.4.1 Maintain regular communication and collaboration with Los Angeles agencies to become the trusted resource in regards to transportation technology.
- 2.4.2 Engage regularly with councilmember offices to understand mobility challenges expressed by constituents and identify opportunities to collaborate in different districts of Los Angeles.
- 2.4.3 Partner with organizers of major events, including the International Olympic Committee and Los Angeles 2028, Super Bowl, and the 2026 FIFA World Cup to facilitate pilot projects that can improve mobility options in advance of, during, and after the events for attendees and community members alike.



Figure 13. Launch Day for Mocean Carshares expansion into the Warner Center on August 2021, featuring, our Partner Dave Gallon from Mocean Lab, Councilmember Blumenfield, UML Executive Director Sam Morrissey, and Marcel Porras of LADOT.

Goal #3. Built to Last

Securing the organizational stability and sustainability to achieve our mission

This goal is internally facing, ensuring that UML can grow into a sustainable organization with a strong pipeline of private partners and public support, and by attracting qualified staff who can execute UML's Vision and Mission. The specific actions to achieve this goal focus on the establishment of a sustainable funding pipeline, the refinement of a business model that clearly provides a return on investment for our funders, and building a team of trusted and respected experts in mobility innovation to fulfill the public benefits outlined in our mission as a 501(3)c organization.

There are a wide array of transportation challenges and new technologies in the world, with more arising nearly every day. To effectively test these new technologies, our organization needs passionate and qualified staff. To attract and retain the best staff, our organization must have a solid fiscal foundation.

Figure 14. A rendering for the integration of Urban Air Mobility as part of a multimodal hub in a people-centric community, designed by UML and our partners at Hyundai.



IMAGE CREDIT: HYUNDAI AIR MOBILITY DIVISION AND URBAN MOVEMENT LABS, 2021



3.1 Diversify UML's funding pipeline to provide financial stability and adequate cash flow

- 3.1.1 Secure public sector grants for UML and UML facilitated projects.
- 3.1.2 Form partnership with proven venture funds to fund UML projects.
- 3.1.3 Secure philanthropic/national foundation funds for UML.
- 3.1.4 Secure additional funding from private partners after pilot projects are completed.
- 3.1.5 Establish a reserve fund to be in a position to avoid budget shortfalls.

3.2 Position UML to proactively partner with technology companies that address Los Angeles mobility challenges

- 3.2.1 Facilitate ideas accelerators that explore specific mobility challenges and/or mobility technologies to identify partners and inform future pilot project opportunities.
- 3.2.2 Establish an investment fund to support UML-led pilot projects.
- 3.2.3 Establish a process to receive annual/regular feedback from partners about return on investment from UML and to identify strategies to bolster UML's offerings.

3.3 Ensure UML has the organizational and staff capacity to deliver on its mission

- 3.3.1 Regularly re-evaluate staffing needs as they relate to partnership project demands and available funding.
- 3.3.2 Establish and implement policies and procedures for UML Staff (performance reviews, employee handbook, travel policy, etc.) to measure performance and foster professional development.

- 3.3.3 Ensure UML is an employer of choice in the Los Angeles market by providing competitive total compensation packages inclusive of fair market-rate wages, health insurance, paid time off, professional development opportunities, and similar benefits.
- 3.3.4 Work with local institutions to reach a diverse pool of applicants and ensure UML staff reflect the communities we live and work in.

Figure 15. Angelenos riding electric Metro bikes. Picture by Ewo.



NOVEMBER 2021

Urban Movement Labs

Strategic Plan

2021 - 2023