Your Community Impact Statement has been successfully submitted to City Council and Committees.

If you have questions and/or concerns, please contact the Department of Neighborhood Empowerment at NCSupport@lacity.org.

This is an automated response, please do not reply to this email.

Contact Information
Neighborhood Council: Silver Lake Neighborhood Council
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The Board approved this CIS by a vote of: Yea(17) Nay(0) Abstain(0) Ineligible(0) Recusal(0)
Date of NC Board Action: 08/01/2018
Type of NC Board Action: For

Impact Information
Date: 09/04/2018
Update to a Previous Input: No
Directed To: City Council and Committees
Council File Number: 17-1311
Agenda Date:
Item Number:
Summary: The Silver Lake Neighborhood Council supports the City Council adopting the report and recommendations authored by Lalia Alequresh regarding street infrastructure in the City of Los Angeles. A copy of the Alequresh report is attached.
Desired Outcomes:

- **Improved coordination** among City departments and external partners will ensure that delivery of Public Works services are delivered in the **most efficient and effective manner**
- **Improved relationship** between residents and their government

Project Tasks:

- To assess the current state of Public Works activities in the City
  - Evaluate options for coordinating services
- Develop a long-term plan with specific proposals for improving accountability and service delivery
Everything shares the street: How we govern these programs on paper
# Current State of Street Related Programs and Services

## Everything shares the street: How we govern these programs on paper

<table>
<thead>
<tr>
<th>Buildings – private development</th>
<th>Adjacent to the street programs</th>
<th>In the street programs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DBS</strong> – plan review</td>
<td><strong>BOE – ADA ramp design</strong></td>
<td><strong>BSS – bus pads</strong></td>
</tr>
<tr>
<td>Planning – zoning compliance</td>
<td><strong>DOT – parking meters</strong></td>
<td><strong>DOT - parking</strong></td>
</tr>
<tr>
<td><strong>BOE – B permit</strong></td>
<td><strong>BSS – tree trimming</strong></td>
<td><strong>BSS – street sweeping</strong></td>
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<tr>
<td><strong>BCA</strong> - inspection</td>
<td><strong>DOT – parking signs</strong></td>
<td><strong>BSS – curb and gutter</strong></td>
</tr>
<tr>
<td><strong>BSS – tree review</strong></td>
<td><strong>BSS – ADA ramps</strong></td>
<td><strong>BSS – special event permits</strong></td>
</tr>
<tr>
<td><strong>DOT – traffic plan review</strong></td>
<td><strong>DWP – tree trimming</strong></td>
<td><strong>BOE – U permits</strong></td>
</tr>
<tr>
<td><strong>Private firms</strong></td>
<td><strong>BSL – EV charging</strong></td>
<td><strong>DOT – DASH</strong></td>
</tr>
<tr>
<td><strong>GSD</strong> – EV charging</td>
<td><strong>DOT – tree trimming</strong></td>
<td><strong>BOS – sewer lines</strong></td>
</tr>
<tr>
<td><strong>BOS</strong> - recycling</td>
<td><strong>BSL – EV charging</strong></td>
<td><strong>BOE – storm drains</strong></td>
</tr>
<tr>
<td><strong>BOE</strong> – permits</td>
<td><strong>BOS – bulky item</strong></td>
<td><strong>BOE – stormwater design</strong></td>
</tr>
<tr>
<td><strong>BSS – sidewalk vending</strong></td>
<td><strong>BSS - sidewalk</strong></td>
<td><strong>DWP – water lines</strong></td>
</tr>
<tr>
<td><strong>BSL</strong> – street light</td>
<td><strong>BSL – street light</strong></td>
<td><strong>BOE – sewer design</strong></td>
</tr>
<tr>
<td><strong>DWP – street light control box</strong></td>
<td><strong>BSL – street light</strong></td>
<td><strong>DOT – crosswalk</strong></td>
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<tr>
<td><strong>BSL – light poles</strong></td>
<td><strong>BSL – street signs</strong></td>
<td><strong>BSS - pavement</strong></td>
</tr>
<tr>
<td><strong>BSS – trees</strong></td>
<td><strong>DOT – street signs</strong></td>
<td><strong>BOE – surveying</strong></td>
</tr>
<tr>
<td><strong>BSL – light pole arms</strong></td>
<td><strong>BSS – bus bench</strong></td>
<td><strong>DOT – traffic plan review</strong></td>
</tr>
<tr>
<td><strong>BOS – trash collection</strong></td>
<td><strong>BSS – potholes</strong></td>
<td><strong>BSS – medians</strong></td>
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<td><strong>BSS – medians</strong></td>
</tr>
</tbody>
</table>

## Current State of Street Related Programs and Services

### Under the street programs
- **BCA** - inspection
- **BSS** – utility coordination
- **BOS** – sewer lines
- **BOE** – stormwater design
- **DWP** – water lines
- **BOE** – sewer design
- **DOT – traffic plan review**

### Private firms
- **Other City Dept/External Group**
- **Department of Public Works**
- **Department of Transportation**
- **Department of Water and Power**

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**Note:** The diagram illustrates the governance structure and programs related to streets, including various departments and their roles in managing different aspects of street infrastructure and services.
Who is in Charge of Infrastructure and Related Programs in the City?

10 different responses were offered to this question. The most common answer was “no one,” followed by the Mayor.

Size represents frequency of responses from internal and external stakeholder interview process.
Research Design and Methodology

- 400+ qualitative interviews with internal employees and external partners
- Site visits/observations of infrastructure programs at work
- Attendance at interdepartmental meetings
- Internal data analysis
- Benchmarking with top 25 cities
- Interdepartmental problem solving lab
- End user surveys
Please rate the quality of the following services on a scale of 1 to 10
(1 = low, 10 = high):

- Recycling
- Trash collection
- LA311
- ADA accessibility ramps
- Bulky item pick up
- Walk signals
- Graffiti cleanup
- Bike paths
- Sewer services
- Striping of City crosswalks
- Street lighting
- Parking enforcement
- Illegal dumping
- Tree trimming
- Street sweeping
- Street repair
- Storm drains
- Potholes
- Bridge maintenance
- Traffic signal timing
- Weed abatement
- Sidewalk repair

Fielded in Spring/Summer 2017
Research - End User Surveys, Constituents

Have these services improved over the past 5 years?

- Recycling
- Trash collection
- Bulky item pick up
- ADA accessibility ramps
- LA311
- Walk signals
- Graffiti cleanup
- Bike paths
- Sewer services
- Street crosswalks
- Street lighting
- Parking enforcement
- Striping of City streets
- Illegal dumping
- Street sweeping
- Street repair
- Bus shelters
- Storm drains
- Potholes
- Bridge maintenance
- Traffic signal timing
- Tree trimming
- Weed abatement
- Sidewalk repair

Most improved services
Of the programs listed on the survey, which services would you want improved first? (Ranked in order of preference)

**CD1:** Tree trimming, sidewalk repair, street striping

**CD2:** Street repair, street lighting, street sweeping

**CD3:** Tree trimming, street repair, bulky item pick up

**CD4:** Street sweeping, homeless encampments, bulky item pick up

**CD5:** Street lighting, street signs, sidewalk repair

**CD6:** Street repair, bulky item pick up, illegal dumping

**CD7:** Sidewalk repair, street sweeping, street repair

**CD8:** Tree trimming, sidewalk repair, street repair

**CD9:** Sidewalk repair, street repair, tree trimming

**CD10:** Sidewalk repair, tree trimming, weed abatement

**CD11:** Sidewalk repair, traffic light timing, illegal dumping

**CD12:** Parking, traffic enforcement, street sweeping

**CD13:** Street sweeping, homeless encampments, street striping

**CD14:** Street lighting, tree trimming, illegal dumping

**CD15:** Sidewalk repair, illegal dumping, street lighting

**Overall constituent feedback – Top 3:**
- Sidewalk repair
- Tree trimming
- Street repair
How would you rate the following aspects of Los Angeles?
(4 point scale - Poor, Fair, Good, Excellent)

- Ease of walking in Los Angeles: 55% Poor, 27% Fair, 18% Good
- Ease of travel by car on City streets: 73% Poor, 18% Fair, 9% Good
- Cleanliness of Los Angeles: 73% Poor, 27% Fair, 0% Good
- Responsiveness to constituent requests: 44% Poor, 56% Fair, 0% Good
In the last 6 months, have you done any of these activities:

(Yes or No)

- Observed a code violation (weeds, graffiti, etc.): 75% Yes, 25% No
- Used LA311 to report an issue with City services: 92% Yes, 8% No
- Contacted CC to report an issue with City services: 42% Yes, 57% No
- Followed a City Facebook account (LA Mayor, Fire, etc.): 75% Yes, 25% No
- Followed a City Twitter account (LA Mayor, Sanitation, etc.): 75% Yes, 25% No
- Visited the City’s website: 92% Yes, 8% No
- Used public transportation instead of driving: 58% Yes, 42% No

“CC” is City Council offices in the 3rd column.
## Data Analysis on Service Needs

### Top 3 Requested Program Improvements from Constituent Surveys

| CD1: Tree trimming, sidewalk repair, street striping | Graffiti removal, bulky items, metal/household appliances | 86% |
| CD2: Street repair, street lighting, street sweeping | Bulky items, graffiti removal, metal/household appliances | 84% |
| CD3: Tree trimming, street repair, bulky item pickup | Bulky items, graffiti removal, metal/household appliances | 81% |
| CD4: Street sweeping, homeless encampments, bulky item pickup | Bulky items, graffiti removal, metal/household appliances | 80% |
| CD5: Street lighting, street signs, sidewalk repair | Bulky items, graffiti removal, metal/household appliances | 79% |
| CD6: Street repair, bulky item pick up, illegal dumping | Bulky items, graffiti removal, electronic waste | 83% |
| CD7: Sidewalk repair, street sweeping, street repair | Bulky items, graffiti removal, metal/household appliances | 80% |
| CD8: Tree trimming, sidewalk repair, street repair | Bulky items, graffiti removal, metal/household appliances | 83% |
| CD9: Sidewalk repair, street repair, tree trimming | Graffiti removal, bulky items, metal/household appliances | 89% |
| CD10: Sidewalk repair, tree trimming, weed abatement | Bulky items, graffiti removal, metal/household appliances | 85% |
| CD11: Sidewalk repair, traffic light timing, illegal dumping | Bulky items, graffiti removal, metal/household appliances | 81% |
| CD12: Parking, traffic enforcement, street sweeping | Bulky items, graffiti removal, metal/household appliances | 82% |
| CD13: Street sweeping, homeless encampments, street striping | Bulky items, graffiti removal, metal/household appliances | 87% |
| CD14: Street lighting, tree trimming, illegal dumping | Graffiti removal, bulky items, metal/household appliances | 85% |
| CD15: Sidewalk repair, illegal dumping, street lighting | Bulky items, graffiti removal, metal/household appliances | 81% |

**OVERALL:** SIDEWALK REPAIR, TREE TRIMMING, STREET REPAIR

### Top 3 Constituent Requests from LA311

- Graffiti removal, bulky items, metal/household appliances: 86%
- Bulky items, graffiti removal, metal/household appliances: 84%
- Bulky items, graffiti removal: 81%

**LA311 totals from data from FY15-FY17**
BIDs are important partners in maintaining infrastructure in their respective districts. In the City, “a BID is a geographically defined area within the City of Los Angeles, in which services, activities and programs are paid for through a special assessment which is charged to all members within the district in order to equitably distribute the benefits received and the costs incurred to provide the agreed-upon services, activities and programs.” These services can range from supplemental trash collection to tree trimming services. There are currently 41 BIDs in the City and the survey had a 60% response rate.

Please rate the quality of the following services on a scale of 1 to 10 (1 = low, 10 = high):

- [ ] 5 AND BELOW
- [ ] 6 AND OVER

Have these services improved over the past 5 years?

- Yes
- No

Graph showing percentages for various services.
How would you rate the following aspects of Los Angeles?
(4 point scale - Poor, Fair, Good, Excellent)

- Ease of walking in Los Angeles: 50% Good, 50% Fair
- Ease of travel by car on City streets: 50% Fair
- Cleanliness of Los Angeles: 100% Good
- Responsiveness to constituent requests: 50% Good
In the last 6 months, have you done any of these activities: (Yes or No)

- Observed a code violation (weeds, graffiti, etc.): 100%
- Used LA311 to report an issue with City services: 100%
- Contacted CC to report an issue with City services: 100%
- Followed a City Facebook account (LA Mayor, Fire, etc.): 100%
- Followed a City Twitter account (LA Mayor, Sanitation, etc.): 100%
- Visited the City’s website: 100%
- Used public transportation instead of driving: 100%

“CC” is City Council offices in the 3rd column
Themes consistently cited as barriers to performance across research groups

**Key Barriers to Performance**

- **Lack of Alignment:**
  Need to address decentralized governance of infrastructure programs and differing goals which can unintentionally impact service delivery to our residents

- **Lack of Customer Centricity:**
  Need to build stronger relationships with our constituents by putting the customer first

- **Lack of Communication:**
  Need to break down siloes between divisions, Bureaus and departments and share relevant information across groups in a timely manner

- **Lack of Data & Technology:**
  Need better data collection, data sharing and usage, integrated with technology solutions where appropriate, to manage programs

- **Lack of Coordination:**
  Need to synchronize street related programs so activities are sequenced and completed in the correct order to preserve investments and improve on-time project delivery

- **Lack of Planning:**
  Need better planning using a strategic, outcomes based approach that spans all street related programs
Priority Criteria for Selection of Recommendations

There are more than a dozen recommendations put forward by this report that are recommended for adoption. To support decision makers, recommendations were considered against three dimensions:

- Low to high impact
- Low to high cost
- Short or long term

Tiered recommendations reference the scale of the recommendation, not the importance or the timing.

### Tier 1:
**Systems improvement**
(2 recommendations)
- Considered highest impact
- Seeking near term approval
- Items reference multiple programs and/or departments
- Items may begin in the near term but take some time for full implementation
- Costs for implementation will vary
- Addresses all barriers to performance

### Tier 2:
**Support systems improvements**
(6 recommendations)
- Items refer to systems/processes that span multiple programs and/or departments
- Items may begin in near or long term
- Implementation may be dependent on funding
- Addresses multiple barriers to performance

### Tier 3:
**Process and program efficiencies**
(5 recommendations)
- Items are program or process specific
- Can be done in the near or long term
- Low or no cost
- Can be completed without system upgrades
- Can be completed independent of other recommendations
- Addresses multiple barriers to performance
Executive Summary

**Objective:** This project was tasked to look at the system in which street infrastructure related services exist, to identify ways the City can improve delivery of these programs, and to highlight innovative practices within the City and other jurisdictions that can be scaled for success.

**Design:** Using a multi-pronged research approach consisting of staff interviews, constituent surveys, site visits, bench marking, data analysis and a problem solving Lab, a set of recommendations is being presented for adoption and implementation.

**Research:** Twelve groups of stakeholders were identified as part of the investigative process, including internal city departments and external partners. Over 400 interviews were conducted to gain an understanding of the effectiveness of the current system. Concerns reiterated across multiple groups included 1) programmatic vs systems thinking 2) proactive vs reactive planning 3) strategic vs tactical practice 4) lacking communication across City departments and with constituents 5) preventative vs deferred activities 6) competitive vs collaborative nature 7) lack of coordination in cross-departmental programs 8) undoing and redoing of work due to misaligned goals and 9) underuse of data in program analysis and decision making.

Data collected in the design and research phases led to six central themes: Planning, Data, Coordination, Communication, Alignment, and Customer Centricity. These serve as the basis for the recommendations and each recommendation is assigned to multiple themes.

**Theory of Change:** The City’s street network is one of its largest assets. Every infrastructure program in the City has assets under, on, or over the street. The street is the binding element for multiple departments: homes would not have water, electricity, or sewer services without connections below ground. Cars, bikes, buses would not know traffic or parking rules without signals, signage, or meters on the surface of the street. People could not walk safely in the right of way without sidewalks, crosswalks, ramps and street lights. Each recommendation considers how the upkeep and upgrade of street related assets can be strengthened.

**Key Recommendations:**
(Tiered recommendations reference the scale of the recommendation, not the importance or timing)

**Tier 1:** Improvements to the City’s Infrastructure Delivery Ecosystem

- **1.1:** Improve coordination, strengthen overall alignment, optimize synchronization of street related programs, and enhance service delivery for constituents by bringing all transportation programs into the Department of Public Works to make the Board of Public Works the single oversight authority for all activities over, on and under the street for Council controlled departments.

- **1.2:** Address the lack of proactive strategic planning, comprehensive project management, data analyses, and interdepartmental program goals by creating an Office of Infrastructure Management that will serve as the citywide lead on all street related infrastructure programs to drive cross functional performance improvements.
Executive Summary

Tier 2: Improvements to Infrastructure Support Systems

1. Strengthen oversight over underground activities, optimize time-related street activities, strengthen City paving plans, preserve City street investments, and provide transparency to City partners, utility providers and the public by converting utility coordination from a manual process to an electronic system

2. Address lack of asset data, timing of maintenance activities, selection of appropriate preventative and deferred maintenance lifecycle activities and scheduling for asset upgrades by prioritizing strategic asset management activities across asset classes

3. Resolve consistent customer issues with closed status messaging, streamline intake process and ease of use, and provide better transparency tools by making enhancements to the LA311 CRM system

4. Preserve taxpayer investments in the City’s street network by updating policies affecting street protections that could include establishment of a moratorium for newly reconstructed streets and a new Concrete Street Damage Restoration Fee

5. Establish guidelines for large, critical infrastructure investments by reinstituting a Citywide Capital Improvement Plan

6. Bolster proper oversight and ensure best allocation of resources to prevent multiple agencies tending to the same asset by clarifying Bureau and department roles in overlapping programs

Tier 3: Improvements to Specific Infrastructure Programs

1. Strengthen the city’s overall street network by updating the methodology for resurfacing and slurry seal programs to employ factors beyond the PCI score to prioritize paving and maintenance projects

2. Support succession planning, skills development, effective program management and best in class customer service by encouraging knowledge transfer and cross-pollination of process expertise across Bureaus/departments and offering regular training regimens to employees and leaders

3. Promote transparency with utility partners and the public by posting the entire projected annual resurfacing plan online with monthly updates of work completion in a user friendly format

4. Support timely and quality project delivery within Department of Public Works by streamlining contract processing time and strengthening contract language to consistently include performance metrics

5. Improve quality trench work by supporting permittees in assessing the performance of their subcontractors, educating them on city standards, non-compliant work and timeliness of repairs as indicated on the permit

A detailed explanation of each recommendation is included in Section 3 of the report, beginning on page 61.