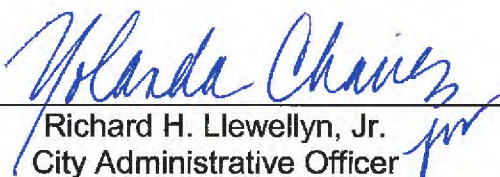


## TRANSMITTAL

TO Council	DATE 1-3-19	COUNCIL FILE NO.
FROM Municipal Facilities Committee	COUNCIL DISTRICT	

At its Special meeting held on December 20, 2018, the Municipal Facilities Committee (MFC) adopted the recommendations of the attached City Administrative Officer (CAO) report, as amended to provide staff instructions to seek cost recovery from eligible Special Fund sources. Subject to Council approval, the Yards and Shops Master Plan Study would proceed with a phased implementation to assess the City's existing yards and shops facilities within geographic clusters. Adoption of the report recommendations would authorize BOE to initiate the next phase to occur within the South Los Angeles and Civic Center regions, with the proposed scope and basis for selection of these two regions presented in the report. The report also recommends deferring consideration for re-purposing the City's existing yards and shops facility so that such considerations can be informed by the results of the Master Plan Study.

There is no additional impact on the General Fund in the current Fiscal Year. The next phase of implementation is estimated at a total cost of \$817,663 that would be funded using an available balance of \$412,000 in Capital Improvement Expenditure Program (CIEP) monies budgeted for this purpose. The repurposing of \$405,663 in prior-year CIEP funds originally budgeted for the Yards and Shops Capital repair program is recommended to provide the remaining funding contribution needed to proceed with initiation of the next project phase. The availability of these funds was determined following a reconciliation of final eligible expenses incurred in prior years. Additional funding to implement future phases of the Master Plan Study would be requested through the City's Annual Budget process.

  
Richard H. Llewellyn, Jr.  
City Administrative Officer  
Chair, Municipal Facilities Committee

RHL:LJS:RWS:05190081

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

Date: December 20, 2018

To: The Municipal Facilities Committee

From: CAO Staff

Subject: **CITYWIDE YARDS AND SHOPS MASTER PLAN STUDY: STATUS  
UPDATE AND PROPOSED NEXT PHASE OF IMPLEMENTATION**

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## **SUMMARY**

The City of Los Angeles (City) operates over 133 yards and shops facilities that provide vital infrastructure for the provision of services to its residents, visitors, and local businesses. The current system of facilities was developed over 30 years ago and due to the scarcity of resources requires significant capital investment to properly respond to the current service needs of the City's diverse communities.

In 2012-13, \$500,000 was authorized to develop a Citywide Master Plan Study for the City's yards and shops facilities. In 2016, the Bureau of Engineering (BOE) utilized \$50,000 of this funding to initiate Phase I, a consultant study to develop the scope of the Master Plan Study that would be developed as a second phase for an estimated cost of up to \$5.85 million. Lacking sufficient funding to proceed with the Master Plan Study, the Office of the City Administrative Officer initiated a Phase II survey in 2017 to collect additional information utilizing internal resources, with the preliminary results presented herein. Of the original funding allocation, an additional \$38,000 was expended for a related feasibility study, leaving a remaining balance of \$412,000 in dedicated project funds available.

The successful implementation of the Yards and Shops Master Plan Study is critical for developing appropriate infrastructure to support the efficient and effective operation of the facility and deployment of services, but also to support other critical policy objectives of the Mayor and Council, including environmental goals, strengthening the local economy, promoting resiliency and sustainability, while also advancing goals of social equity and access to healthy and livable neighborhoods.

The current system of yards and shops facilities are operated by eight City departments, as identified in Section B of this report. The Phase II survey responses provided by the respective operators includes a department-wide survey and a site-specific survey for each individual facility. The major findings from the Phase II surveys include:

- Inadequate Space and Expansion Needs – operators indicate the need for additional space to accommodate current operations and planned service expansion;



- Update Service Area Boundaries and Potential Relocation of Functions – many of the service area boundaries have not been reassessed in several decades despite significant changes in population demographics and range of services provided, resulting in a need to reorganize across the system to achieve more optimal service deployments;
- Capital Repairs and Infrastructure Needs – major investments are needed to update and repair facilities, including security and technology upgrades that have been deferred with adverse impact to operating efficiencies and effectiveness;
- Inadequate Parking – adverse impact to productivity results from time lost rotating vehicles or waiting to park due to inadequate space for both fleet and employee parking; and,
- Efficiency Measures and Revenue Opportunities – significant capital investments are needed to retrofit obsolete building systems and convert to green technologies that would generate cost savings and various operational efficiencies.

Due to the limited funding resources available and the cost-prohibitive estimate for proceeding with full implementation of the Master Plan Study, a phased implementation to assess the City's existing yards and shops facilities within geographic clusters is recommended, with the successive phases to be funded through future City Budgets. The proposed scope of work would include collaborative effort with the respective department operators to identify opportunities to: promote operational efficiencies; implement needed adjustments to current service boundaries; identify options to relocate or co-locate services to achieve more effective deployments; address capital repairs, technology and security needs; if feasible, identify the best and highest use for potential acquisitions of new sites; and, assess opportunities to provide additional community enhancement features.

As a next phase of implementation of the Master Plan Study, our Office in collaboration with BOE recommends utilizing a consultant to assess up to 69 yards and shops facilities or roughly 50 percent of the total, that are located within geographic clusters that includes: 1) the South Los Angeles Region (Council Districts Eight, Nine and Ten); and, 2) the Civic Center and surrounding communities within a three- to seven-mile radius. The associated costs for the two recommended focus areas totals an estimated \$817,663, which would be funded utilizing a remaining \$412,000 in funds budgeted for the project, along with \$405,663 in unspent residual fund recommended for repurposing. The basis for recommending these two geographic clusters under the next phase of the Master Plan Study would serve to promote both social equity and economic development objectives defined as priority outcomes by the current City leadership, as presented in the discussion Section D of this report.

## **RECOMMENDATIONS**

That the Council, subject to the approval of the Mayor:

1. Authorize Bureau of Engineering (BOE) to implement the next phase of the Master Plan Study to occur within two geographic regions that includes yards and shops facilities located within the:
  - a) South Los Angeles Region, to include facilities located within Council Districts Eight, Nine and Ten; and,
  - b) Civic Center and surrounding communities within a three- to seven-mile radius up to the maximum level achievable within available funding;
2. Instruct the BOE to work with the Office of the City Administrative Officer (CAO) to select a consultant(s) to proceed with a phased implementation of the Yards and Shops Master Plan Study to focus on facilities located within selected geographic clusters and a scope of work that includes the following:
  - a) Confirm the Phase II survey results for these yards;
  - b) Work with the selected operating departments to identify opportunities to achieve operational efficiencies and evaluate whether adjustments are needed to the current service area boundaries defined for various yards and shops functions;
  - c) Identify potential relocation and co-location of functions needed to optimize deployment of services within the redefined service area boundaries along with potential opportunities to provide additional community enhancement features or services;
  - d) Evaluate and develop an inventory of current needs for capital repairs and infrastructure projects, technology upgrades, security enhancements and space for employee and fleet parking, which includes a prioritized plan, cost estimate and implementation timeline for addressing these need; and,
  - e) If feasible, provide recommendations on the best and highest use for potential site acquisitions for new yards and shops facilities, including preferred locations.
3. Approve the repurposing of a total of \$405,663 in Capital Improvement Expenditure Program (CIEP) residual funds originally budgeted for the Yards and Shops Capital Repair program, which are available following the reconciliation and payment of prior year expenses, and utilize the residual funding to provide the additional monies needed to proceed with the next phase of the Yards and Shops Master Plan Study, for the scope as described above, for a total combined funding level of \$817,663 that is inclusive of an eighteen percent contingency allowance; and,
4. Authorize the Controller to transfer a total of \$405,663 within the CIEP Fund No. 100/54, as follows:

**From:**

<u>Account Title</u>	<u>Fiscal Year</u>	<u>Account No.</u>	<u>Amount</u>
Yards & Shops Capital Repair	2016-17	00N213	\$188,653
Yards & Shops Capital Repair	2017-18	00P213	<u>217,010</u>
			\$405,663

**To:**

<u>Account Title</u>	<u>Fiscal Year</u>	<u>Account No.</u>	<u>Amount</u>
Citywide Yards and Shops Master Plan Study	2012-13	00J097	\$405,663

5. Defer consideration of the City's existing yards and shops facilities for other purposes, so that such considerations can be informed by the results of the Citywide Yards and Shops Master Plan Study.

## **FISCAL IMPACT STATEMENT**

There is no additional impact on the General Fund anticipated to implement the next phase of the Yards and Shops Master Plan Study. Total funding of \$817,663 in Capital Improvement Expenditure Funds (CIEP) are available to utilize for the next phase of the Study which includes: 1) a remaining balance of \$412,000 in 2012-13 CIEP funds budgeted for the Master Plan Study; and, 2) an additional \$405,663 in recommended reprogramming of CIEP funds originally budgeted for the Yards and Shops Capital Repair program that would utilize prior-year unspent funds identified following a final reconciliation and payment of prior year expenses after deducting ineligible expenses and payment of final eligible expenses. Additional funding to implement future phases would be requested through the City's Annual Budget process.

## DISCUSSION

### A. Background

The City of Los Angeles (City) operates approximately 133 yards and shops facilities that are vital to its daily operations in the provision of services to City residents and its business customers. A large portion of the City's yards and shops facilities were established over 30-50 years ago, many with service areas that have not been redefined since their establishment. A significant portion of these facilities require substantial capital repairs and infrastructure investments to optimize operations and ensure that service deployment is provided in a cost-effective manner that is responsive to the City's current service needs.

Given the vital importance of the City's system of yards and shops facilities, initial funding of \$500,000 in 2012-13 Capital Improvement Expenditure Program (CIEP) monies was budgeted to fund a citywide Master Plan Study to develop a range of objectives that would improve the efficiency and effectiveness of its operations.

On February 26, 2015, the Municipal Facilities Committee approved a Bureau of Engineering (BOE) request to proceed with the coordination of the proposed Yards and Shops Master Plan Study. In October 2016, BOE initiated a Task Order Solicitation at a cost of \$50,000 to select a consultant to conduct a limited field survey of representative sites and develop the scope of a Master Plan Study to be conducted as a second phase. Additional costs of \$38,000 was incurred to conduct a feasibility study for the relocation of the Avenue 19 yards and shops operations, as this site is being repurposed for an economic development project, leaving a remaining balance of \$412,000 to implement the next phase of the Master Plan Study.

The resulting scope developed for the Master Plan Study could not be directly implemented due to prohibitive costs estimated at up to \$5.85 million. Beginning in 2017, the Office of the City Administrative Officer (CAO) utilized two teams of interns to deliver portions of the Master Plan Study scope through a second phase of surveys completed by the respective department operators. The Phase II surveys are comprised of two parts as summarized below, with the preliminary results and recommended actions reflected under Section C of this report and in the report attachment that provides a more detailed summary of the Phase II survey results:

- 1) Part One: Department/Agency surveys to identify major trends and needs within the facilities maintained by each of the respective operators; and,
- 2) Part Two: Site specific surveys completed for each yard and shop facility operated by the respective Departments/Agencies.



## **B. Overview of Yards and Shops Functions**

There are currently 133 yards and shops facilities of varying sizes located throughout the City, which are operated by a single or multiple, co-located departments that include:

- Bureau of Sanitation (BOS);
- Bureau of Street Lighting (BSL);
- Bureau of Street Services (BSS);
- Department of General Services (GSD);
- Department of Transportation (DOT);
- Los Angeles Fire Department (LAFD);
- Recreation and Parks (RAP); and,
- Los Angeles Police Department (LAPD).

The department operators utilize these facilities to provide critical infrastructure in support of the delivery of services to City residents, businesses, visitors and other City departments, for various operations that include:

- Vehicle and equipment maintenance and repair;
- Vehicle fueling and wash stations;
- Vehicle and equipment storage;
- Trade and fabrication shops;
- Warehouse space;
- Administrative and training space; and,
- Asphalt plants.

## **C. Preliminary Survey Results and Recommended Actions**

The Phase II surveys conducted by the CAO were utilized to collect and analyze information relative to the current uses and unmet facility needs identified by the respective operators at a department-wide and site-specific basis. Despite the wide range of functions and physical sites involved, various common trends were prevalent throughout the surveys, as summarized below and as presented in the report attachment:

1. Inadequate Space and Expansion Needs: All department operators indicate a need for additional space to accommodate existing functions and/or anticipated service expansion. Departments report inadequate space to properly operate equipment, store materials, provide adequate workshop space and staff amenities. Facilities shared by multiple operators are reported as highly over-utilized. Departments with planned service expansion report an inability to accommodate the associated increase in staffing, equipment, materials and vehicles.

As part of the site-specific survey responses, some facilities have underutilized space often due to design features that are not compatible with current operations. A portion of

the unmet space needs for yards and shops operations may be achievable through appropriate reconfiguration and modification of the existing facilities. Further study of the individual sites and unmet needs across the full system is needed in order to develop a strategic plan for utilizing the existing facilities to the highest and best use.

As an intermediary action, to avoid further exacerbating the unmet space needs reported by department operators across the system, any potential designation of the City's yards and shops facilities for a different operational purpose should be deferred until a strategic plan has been developed to help inform these considerations.

2. Re-assess Service Area Boundaries & Potential Relocation of Functions: Multiple departments indicate that despite significant increases over time in the type and quantity of services provided, there has been no corresponding adjustments to the respective service areas defined for yards and shops operations for periods ranging between 20 to 35 years ago, or more. Several departments report losses in productivity due to long distances travelled for service deployment or time spent idle due to frequent traffic congestion. Some departments also indicate a need for their facilities to be more widely dispersed geographically to reduce deployment times for both regular and emergency deployments.
3. Capital Repairs / Infrastructure Needs: All departments identified the need for various capital repairs, replacement of infrastructure and reconfiguration of yard operations. In many cases, departments report that these needs are associated with the age of the facility, estimated in some cases as 50 years or older with no significant upgrades in that time. Common requests for upgrades or replacement of building systems include electrical, plumbing, sewer, heating and cooling and emergency power supply. Multiple departments indicate a need to add separate male and female restroom, shower, and/or locker room facilities. Common requests to upgrade capital equipment and support structures includes replacement of hoists, hose reels, roll up doors and canopies to cover vehicle and fueling stations. Other identified needs include: repositioning the location of replacement buildings to more effectively utilize the remaining outdoor space; resurfacing various facilities to eliminate unsafe conditions and excess wear on vehicles and equipment; reconfiguring interior space or re-purposing areas of the facility to promote increased operational efficiencies; and, constructing permanent structures to replace trailers that are used for temporary restrooms due to required sewer upgrades.
4. Technology Upgrades: Multiple departments report the need for upgrades in phone lines, data communication systems, computer programs, availability of mobile devices and building systems automation to address current technological deficiencies. Upgrades to existing fueling stations are needed to support the City's transition to alternative fuel vehicles. Other technological needs identified include upgrades to vehicle management system, computerized inventory tracking and availability of smart devices to perform vehicle diagnostics.

5. Security Needs: Most departments report security concerns that include theft and vandalism of personal and City-owned property. Due in part to the remote location of many facilities, departments report encroachments by homeless encampments. Several departments indicate that security upgrades are needed even for facilities that have some form of security measure already in place. Common requests include upgraded lighting, gates and locks, security cameras or security patrols.
6. Inadequate Parking: Multiple departments report cost inefficiencies and productivity losses attributed to inadequate parking for both fleet and employee vehicles, due to time lost circulating vehicles or waiting for vacant spaces. Given the remote location of many facilities, commuting and alternate off-site parking options are limited to varying degrees.
7. Efficiency Measures / Revenue Opportunities: Various departments identified potential cost savings that could be achieved through building retrofits that incorporate the use of efficient lighting, water efficient restrooms and green building technologies including use of solar panels. Other efficiencies could be achieved through relocation of functions to reduce deployment time. Revenue opportunities identified by the various departments include use of fleet vehicles for advertisement and expansion of telecommunication leases that utilize tower/pole features present at various facilities.

As presented in Section D below, our Office recommends a phased implementation of the Master Plan Study to validate the areas of concern identified by the various operating departments through the Phase II surveys. The results of the consultant study would be utilized to develop strategies for implementing needed improvements, reorganization of service deployments and the potential acquisition of new facilities throughout the City's system of Yards and Shops facilities.

#### **D. Initiation of a Phased Implementation of the Master Plan Study**

The City has made various investments through the annual budget to address critical needs identified by the respective department operators. This approach is not ideal since it does not take into consideration the relative priority for needed investments across the full system of facilities. However, as previously discussed, the implementation of a comprehensive Master Plan Study utilizing outside consultants under a single phase is cost prohibitive.

Due to the limited funding resources available to the project, BOE has proposed implementing the Yards and Shops Master Plan Study through a phased approach, evaluating geographic clusters until the remaining facilities have been assessed. This approach would require future investments of CIEP funds to implement additional components of the phased approach, with priorities for successive phases to be selected through the City's annual budget process.

For the next phase of implementation, our Office in collaboration with BOE recommends utilizing available funding of \$817,663 in CIEP monies to assess up to 69 yards and shops facilities to include those located within two focus areas, as follows: 1) Low-income

communities in the South Los Angeles Region; and, 2) the Civic Center and surrounding communities within a three- to seven-mile radius. The basis for recommending these two geographic clusters under the next phase of the Master Plan Study are presented below:

**1. Focus Area One: Low-Income Communities in the South Los Angeles Region**

The current City leadership has defined various policy objectives that prioritizes the use of City resources to combat social inequalities, address quality of life issues, provide equitable access to City services and promote the revitalization of low-income communities.

In an effort to support implementation of these policy objectives through the next phase of the Yards and Shops Master Plan Study, BOE reviewed local demographics to identify communities that are most in need. Based on data contained within the Los Angeles Council District Economic Report published in 2015 and as reflected in the chart that follows, the City's lowest median income households are concentrated in the South Los Angeles communities located in Council Districts Eight, Nine and Ten.

Median Household Incomes by Council Districts *			
Council District	Median Household Income	Council District	Median Household Income
11	\$82,596	15	\$44,302
12	\$66,972	13	\$39,268
3	\$65,860	1	\$38,674
5	\$64,545	14	\$38,032
4	\$58,888	10	\$36,243
2	\$55,024	8	\$30,990
7	\$53,662	9	\$28,883
6	\$47,494		
* Source – Los Angeles Area Chamber of Commerce, 2015 Los Angeles City Council Districts Economic Report.			

The recommended selection of the Council Districts located in South Los Angeles would also promote economies of scale due to the contiguous location of these communities, which offers a cost-effective approach for utilizing the scarcity of funding currently available. The estimated costs for completing this component of the Master Plan Study could be implemented for a relatively low cost of \$160,000 based on BOE's minimum cost estimate of \$10,000 to assess each facility.

**2. Focus Area Two: Civic Center and Surrounding Communities**

The Civic Center area is an important governmental, cultural and transportation hub for the City and County region. The area contains many significant landmarks and public



spaces that shape the character of the Civic Center. Spanning north and south across Highway 101 and between the Los Angeles River and the 110 Freeway, the Civic Center area is both a destination and conduit for a variety of stakeholders including local residents, public servants, transit riders, private sector workers, merchants, tourist and other local visitors. The Civic Center is surrounded by a variety of neighborhoods that are distinguished by unique and distinctive histories and cultures, including Chinatown, Little Tokyo, Bunker Hill and the Historic Core.

The Civic Center and its surrounding communities are recommended as a second geographic focus area for the next phase of the Master Plan Study based on its unique features and opportunities to promote economic development and achieve other significant returns on the proposed investments in the yards and shops facilities located within this region.

At this time, there are significant investments underway to redevelop areas of the Civic Center by various local agencies, as summarized below:

- City initiated projects that include the replacement of the iconic Sixth Street Bridge, various revitalization projects for the Los Angeles River, the development of a new administrative building located at the site of old Parker Center and renovation of historic building at the City's birthplace at the El Pueblo site;
- Los Angeles Union Station and Civic Center (LAUS/Civic Center) taskforce that represents multiple agencies including Metro Board, California High Speed Rail Authority, County of Los Angeles and the City of Los Angeles to coordinate on various transportation, housing and public space investments; and,
- Metropolitan Transportation Authority (Metro) project to develop the first High-Speed Rail system in the nation connecting Los Angeles to a system that will eventually extend over 800 miles from San Diego to Sacramento.

Many of the facilities within the Civic Center provide centralized services that are not available elsewhere in the City. This is in part attributable to the close proximity to multiple freeways and interstates that provide access to more remote areas of the City that offer significant advantages for the deployment or provision of services. Also, many services are concentrated in this area due to its close proximity to its administrative offices.

Some projects such as the high-speed train may potentially impact functions currently operating at the Piper Technical facility, which would prompt the need to identify relocation sites. Also, the close proximity of some of the sites to the Los Angeles River provide an opportunity to implement projects that will augment efforts already underway to restore and preserve the local heritage of this important natural resource.

In total, there are 53 yards and shops facilities located within seven miles of the Civic Center. The estimated cost for completing this component of the Master Plan Study is \$530,000 based on BOE's minimum cost estimate of \$10,000 to assess each facility.

### 3. Proposed Funding Sources and Scope Alternatives

The estimated cost for implementation of the next phase of the Master Plan Study for the two proposed focus areas totals \$817,663, as summarized in the chart below:

Proposed Focus Area	No. of Sites	Estimated Cost
South Los Angeles Disadvantaged Communities – Council Districts 8, 9 and 10	16	\$160,000
Civic Center and surrounding communities (within a seven mile radius)	53 (maximum)	530,000
<b>Subtotal</b>		<b>\$690,000</b>
18.5% Contingency		127,663
<b>Total</b>		<b>\$817,663</b>

Of the original \$500,000 in funding authorized for the Master Plan Study, a total of \$88,000 has been expended for the Phase I consultant study (\$50,000) and for a separate feasibility study conducted for the relocation of the Avenue 19 facility yards and shops operations (\$38,000), leaving \$412,000 in remaining funds to implement the next phase of the project. Since the remaining project funds are not sufficient to fully fund both components proposed for the next phase of the Yards and Shops Master Plan Study, reprogramming actions are recommended to offset the remaining funding shortfall of \$405,663, utilizing uncommitted balances budgeted for the Yards and Shops Capital Repair program. The 2016-17 and 2017-18 prior-year unspent balances are residual funds that were identified following a final reconciliation of prior year expenses eligible for payment after deducting various ineligible expenses that did not qualify as capital costs, as reflected below:

CIEP Funding Source	Fiscal Year	Fund/Department/Account	Amount
Yards & Shops Capital Repair	2016-17	100/54/00N213	\$188,653
Yards & Shops Capital Repair	2017-18	100/54/00P213	\$217,010
<b>Total:</b>			<b>\$405,663</b>

In the event that the final bids for the proposed scope of work exceeds the estimated cost of \$817,663, the option to reduce the current seven-mile radius defined as part of the cost assumptions reflected for the Civic Center regional component, to a smaller radius is recommended to the extent required to fall within available funding.

## E. Current Investments for Yards and Shops Facilities

Funding through the City's budget adoption process has been committed to address critical needs for yards and shops facilities on an interim basis, until the results of the Master Plan Study are available to direct strategic investments for this critical asset class. In Fiscal Years 2017-18 and 2018-19, total investments of \$19.2 million in General Fund monies budgeted as part of the CIEP was funded through the City Budget or utilizing operational savings to fund critical needs at yards and shops facilities that include capital repairs, facility acquisitions, space analysis and the repair and replacement of capital equipment that supports yards and shops operations:

<b>Capital Funding for Yards &amp; Shops*</b>	<b>2017-18</b>	<b>2018-19</b>
Asphalt Plant acquisition	\$ -	\$ 6,000,000
BSS Critical Repairs	500,000	500,000
Acquisition for Lincoln Heights Replacement Yard	-	10,000,000
Piper Tech Space Planning	189,000	20,000
Yards & Shops Capital Equipment	1,000,000	1,000,000
<b>Total:</b>	<b>\$1,689,000</b>	<b>\$17,520,000</b>
*Does not include Special Fund monies authorized for these purposes.		

In addition to the investments made through the CIEP budget, operating departments have utilized various Special Fund monies to develop Master Plan Study for specific facilities, to acquire or construct new facilities and to renovate existing ones. Examples of projects implemented with Special Fund monies include:

- BOS North Hollywood Sewer Maintenance Yards – to demolish and replace existing structure and reconfigure the yard for more efficient parking and traffic flow.
- RAP Central Service Yard – to review and develop a conceptual plan to re-design and consolidate services at this facility.
- DOT acquisition of parking and maintenance sites at 1201 South Central Avenue and 1940/1950 East Washington Boulevard.

## F. Planning for Future Site Acquisitions

Apart from various opportunities to more effectively utilize the City's existing yards and shops facilities, the Phase II survey results indicate a need to acquire additional facilities to attain more efficient operations and service deployments, and to accommodate future service expansions. In order to select sites with the appropriate features and location, any future acquisitions should be based on the strategies and objectives defined once the phased implementation of a Citywide Master Plan Study for Yards and Shops Facilities is complete.

At this time, the CAO has been working with GSD and several department operators to negotiate acquisitions for new yards and shops facilities, utilizing funding previously authorized in prior-year City Budgets for the following: 1) Relocation site for DOT operations at the Avenue 19 facility; and, 2) New site(s) for the BOS Clean Streets operations. There is also a need to relocate DOT operations from the 411 Vermont facility due to its degraded state. Since an 18- to 24- month period would be required to construct or renovate a new facility with no monies currently allocated to the project to fund construction costs, an interim plan is underway to relocate the DOT operations prior to the end of the current year. BOS has also advised that its Clean Streets program will utilize an existing site located at 2649 East Washington Boulevard as a headquarters, but will need additional sites to function as regional satellite facilities.

As part of the phased implementation of a Master Plan Study, use of a consultant to evaluate the best and highest use of the acquisitions currently underway and any future acquisition is recommended to the extent feasible.

*RHL:BCH/LJS:05190013d*

Attachment – Phase II Survey Results: Yards and Shops Master Plan Study



## YARDS AND SHOPS MASTER PLAN STUDY: PHASE II SURVEY RESULTS



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## 1. EXECUTIVE SUMMARY

The City of Los Angeles (the City) currently operates over a hundred yards and shops facilities that are vital to the City's daily operations in the provision of services to City residents, visitors and its business customers. The City has been challenged to effectively maintain a system of yards and shops facilities that adequately responds to the dynamic and changing needs of a diverse population that spans such a large geographic area. A large portion of the City's yards and shops facilities were established 30 to 50 years ago, many with service areas that have not been redefined since its establishment. A large number of these facilities require significant capital improvements to optimize the various operations and ensure that service deployment is provided in a cost-effective manner that is responsive to the current service needs of the City collectively.

The need to develop and implement a Citywide Yards and Shops Master Plan that can be implemented over time with both short and long-term objectives is generally recognized and supported. To achieve the goal of identifying and developing strategies to improve the operational efficiencies of the City's yards and shops facilities both collectively and at individual sites, a series of surveys have been conducted to evaluate current operations with consideration to service coverage areas, deployment response times, technology and security needs, the highest and best use for both existing facilities and future acquisitions of new sites, among other factors. An overview of current yards and shops operations along with broad objectives for implementation of a Master Plan Study is presented in report Section 2.

Under Phase II of the Master Plan Study, detailed surveys were completed by all the respective Department/Agency operators of yards and shops facilities citywide utilizing a wide array of in-house resources. The development and implementation of a Yards and Shops Master Plan as proposed would be developed through multiple phases, as presented in Section 3 of this report.

The results of the Phase II surveys for both department-level responses and site specific surveys completed by the respective department operators for each individual yards and shops facilities under their purview are presented in Sections 5 through 12 of this report, with major trends and focus areas summarized in Section 4.

Based on the additional information and resources provided through the completed surveys and related materials, the Bureau of Engineering has been asked to prepare a revised scope for the phased implementation of a Master Plan Study that would be conducted by a consultant team selected with the appropriate skills set to inform the City of best practices in use and to develop specific goals for implementation to address immediate needs and areas of long-term sustainability. Given the extent of unaddressed needs throughout the system of yards and shops facilities and other competing priorities, any goals and objectives resulting from the Master Plan Study will need to be prioritized within the level of funding available for implementation.

## 2. PROJECT OVERVIEW AND OBJECTIVES

Currently, there are approximately 133 City-owned maintenance and service yard facilities of varying sizes located throughout the City, which are operated by the following City departments and agencies that include the:

- Bureau of Sanitation (BOS);
- Bureau of Street Lighting (BSL);
- Bureau of Street Services (BSS);
- Department of General Services (GSD);
- Department of Transportation (DOT);
- Los Angeles Fire Department (LAFD);
- Recreation and Parks (RAP); and,
- Los Angeles Police Department (LAPD).

Several yard and shops facilities are operated by a single department/agency, while others are shared by multiple operators that are co-located at the same site. The yards and shops facilities provide critical infrastructure that support the delivery of uninterrupted services to City residents and business customers, for various operations that include:

- Vehicle and equipment maintenance and repair;
- Vehicle fueling and wash stations;
- Vehicle and equipment storage;
- Trade and fabrication shops;
- Warehouse space;
- Administrative and training space; and,
- Asphalt plants.

In order to optimize the efficient and effective operations of these vital assets, the development of a Yards and Shops Master Plan is needed to identify and implement both short-term and long-term objectives that are achievable, with consideration given to the following aspects:

- Geographic locations that correlate with the intended service area and minimize travel time for deployment;
- Application of best land use practices and consideration of economic benefits;
- Standardization of facility amenities to include infrastructure needed to support operations, including use of current technologies and planning for future growth/service expansion;
- Use of public-private partnerships as an alternate funding vehicle to achieve needed site improvements;
- Enhanced commuter options and incentives to reduce use of existing site for employee parking;
- Reconfiguration of existing space to increase operational efficiencies;
- Coordinated development to support other City initiatives, such as the Los Angeles River Revitalization Master Plan; and,
- Improved integration of facilities into surrounding neighborhoods, including enhancements to community outreach and engagement;



In order to achieve the goal of identifying and developing strategies and logistics to optimize the operations of the City's system of yards and ships facilities, a detailed analysis of the various aspects associated with facility operations is needed to determine among other considerations, the relationship between the existing sites within their respective service areas, deployment response times, types of operations, highest and best use of individual properties and the organizational relationship across the full system of yards and shops facilities.

In 2007, a series of evaluations and surveys have been conducted for the City's yards and shops facilities to collect and analyze information relative to the current uses and facility needs identified by the department/agency operators. In 2017-18, these surveys were reviewed and the information was updated to reflect the City's yards and shops facilities' current conditions and identified needs. The results of these surveys are summarized within this report with related materials that will be provided to the selected consultant(s), to include: the completed Phase I and Phase II surveys; Phase I field notes, GIS map of the complete system of facilities; input from the Department of City Planning for projects in close proximity to the Los Angeles River; and the 2007 survey results.

### 3. SURVEY METHODOLOGY AND PHASING

Three major surveys of the City's Yards and Shops facilities have been conducted, as summarized below:

- The initial study conducted by the Board of Public Works dated August 24, 2007, acknowledges the critical functions that the yards and shops facilities contribute to vital City operations and the need to locate these sites in strategic locations to better serve and respond to service needs throughout the City's geographic regions. The study acknowledges the lack of sufficient space and the need to plan for future growth that is reflective of the changing characteristics of the City's residents and its business customers. The survey results that are provided as an enclosure to this report, provides a full inventory of facilities and identifies the general use and facility operator(s) for the respective sites. The survey also focused on identifying and estimated the cost of needed capital improvements.
- The next major survey was initiated in 2015 by the Bureau of Engineering (BOE) that initiated a Task Order Solicitation to utilize a consultant to conduct a limited field survey of representative sites and then utilize the survey results to develop the scope of a Master Study to be conducted as a second phase. BOE ultimately selected the IBI Group to gather general information from the respective operators and to perform field visits to six representative yards and shops facilities. The IBI group conducted an introductory workshop for survey participants and worked with the primary site operators to complete questionnaires. The results of the "Phase 1" surveys are summarized in subsection B for each of the Departments represented in this report. The resulting scope that was developed for a Phase II Master Study could not be implemented as the projected cost to hire a consultant to implement the scope far exceeded the level of funding available for this purpose.
- The Office of the City Administrative Officer (CAO) hired two teams of interns in the Fall of 2017 as an alternate means for delivering portions of the Master Study scope in a cost-effective manner by utilizing in-house resources, to the extent feasible. The Phase II survey phase began with various efforts to update the 2007 inventory of facilities prepared by the Board of Public Works. Various benchmarking activities were conducted to determine areas of analysis conducted by other municipalities that had initiated a systemic review of its own respective yards and shops facilities. The results of this research was utilized to develop the Phase II surveys that were divided into two sections, as follows:
  - Part 1 – Department/Agency wide surveys to identify major trends and needs within the facilities managed by each of the respective operators;
  - Part 2 – Site specific surveys completed for each yards and shops facility operated by the respective Department/Agency.

The results of the Phase II survey are presented in subsections C and D, for each of the Department addressed in the remainder of this report. The full Phase II survey responses for both Part 1 and Part 2 are provided as enclosures to the report.

## 4. PRELIMINARY SURVEY RESULTS

The Phase II surveys conducted by the CAO were utilized to collect and analyze information relative to the current uses and unmet facility needs identified by the respective operators at a department-wide and site-specific basis. Despite the wide range of functions and physical sites involved, various common trends were prevalent throughout the surveys, as summarized below and as presented in the report attachment:

- A. Inadequate Space and Expansion Needs: All department operators indicate a need for additional space to accommodate existing functions and/or anticipated service expansion. Departments report inadequate space to properly operate equipment, store materials, provide adequate workshop space and staff amenities. Facilities shared by multiple operators are reported as highly over-utilized. Departments with planned service expansion report an inability to accommodate the associated increase in staffing, equipment, materials and vehicles.

As part of the site-specific survey responses, some facilities have underutilized space often due to design features that are not compatible with current operations. A portion of the unmet space needs for yards and shops operations may be achievable through appropriate reconfiguration and modification of the existing facilities. Further study of the individual sites and unmet needs across the full system is needed in order to develop a strategic plan for utilizing the existing facilities to the highest and best use.

- B. Re-assess Service Area Boundaries & Potential Relocation of Functions: Multiple departments indicate that despite significant increases over time in the type and quantity of services provided, there has been no corresponding adjustments to the respective service areas defined for yards and shops operations spanning multiple decades. Several departments report losses in productivity due to long distances travelled for service deployment or time spent idle due to frequent traffic congestion. Some departments also indicate a need for their facilities to be more widely dispersed geographically to reduce deployment times for both regular and emergency deployments.
- C. Capital Repairs / Infrastructure Needs: All departments identified the need for various capital repairs, replacement of infrastructure and reconfiguration of yard operations. In many cases, departments report that these needs are associated with the age of the facility, estimated in some cases as 50 years or older with no significant upgrades in that time. Common requests for upgrades or replacement of building systems include electrical, plumbing, sewer, heating and cooling and emergency power supply. Multiple departments indicate a need to add separate male and female restroom, shower, and/or locker room facilities. Common requests to upgrade capital equipment and support structures includes replacement of hoists, hose reels, roll up doors and canopies to cover vehicle and fueling stations. Other identified needs include: repositioning the location of replacement buildings to more effectively utilize the remaining outdoor space; resurfacing various facilities to eliminate unsafe conditions and excess wear on vehicles and equipment; reconfiguring interior space or re-purposing areas of the facility to promote increased operational efficiencies; and, constructing permanent structures to replace trailers that are used for temporary restrooms due to required sewer upgrades.
- D. Technology Upgrades: Multiple departments report the need for upgrades in phone lines, data communication systems, computer programs, availability of mobile devices and building systems

automation to address current technological deficiencies. Upgrades to existing fueling stations are needed to support the City's transition to alternative fuel vehicles. Other technological needs identified include upgrades to vehicle management system, computerized inventory tracking and availability of smart devices to perform vehicle diagnostics.

- E. Security Needs: Most departments report security concerns that include theft and vandalism of personal and City-owned property. Due in part to the remote location of many facilities, departments report encroachments by homeless encampments. Several departments indicate that security upgrades are needed even for facilities that have some form of security measure already in place. Common requests include upgraded lighting, gates and locks, security cameras or security patrols.
- F. Inadequate Parking: Multiple departments report cost inefficiencies and productivity losses attributed to inadequate parking for both fleet and employee vehicles, due to time lost circulating vehicles or waiting for vacant spaces. Given the remote location of many facilities, commuting and alternate off-site parking options are limited to varying degrees.
- G. Efficiency Measures / Revenue Opportunities: Various departments identified potential cost savings that could be achieved through building retrofits that incorporate the use of efficient lighting, water efficient restrooms and green building technologies including use of solar panels. Other efficiencies could be achieved through relocation of functions to reduce deployment time. Revenue opportunities identified by the various departments include use of fleet vehicles for advertisement and expansion of telecommunication leases that utilize tower/pole features present at various facilities.

## **5. BUREAU OF SANITATION (BOS)**

### **A. OVERVIEW OF DEPARTMENT OPERATIONS**

The Bureau of Sanitation (BOS) collects and disposes of household refuse and dead animals; collects and processes recyclables; closes and reclaims remaining City-owned landfills for future development and beneficial reuse and, plans and designs refuse collection and disposal facilities. BOS also controls the discharge of wastewater, industrial wastes and stormwater into sewers, storm drains, open channels and navigable waters; inspects and maintains open stormwater channels; maintains, operates, and repairs all sanitary sewers, storm drains, culverts, and appurtenant structures, such as wastewater and stormwater pumping plants and sewer ventilating plants; and operates and maintains wastewater treatment plants. The Bureau administers the Stormwater Pollution Abatement Program which oversees city compliance with the terms of the permit issued under the National Pollutant Discharge Elimination System (NPDES).

### **B. PHASE I SURVEY OVERVIEW**

BOS completed a Phase I survey as summarized. Field notes were prepared by the consultant team for Y&S facilities operated by BOS for the following sites:

- East Valley Solid Resources Management Complex
- North Central District Yard
- South Central Refuse Collection Yard
- **Yard Type:**  
Maintenance/Service Yards
- **Working Hours:**  
Monday - Sunday, 6:30 AM - 1:00 AM
- **Representative Facilities:** The facilities identified by BOS as representative of its overall operations are, as follows:

#### ***Facility 1***

- Name: North District Sewer Maintenance Yard
- Location: 2335 N Dorris Place
- Characteristics: Maintenance and Service; no co-location at this site

#### ***Facility 2***

- Name: North Hollywood Sewer Maintenance Yard 21006
- Location: 10801 Chandler Boulevard
- Characteristics: Maintenance (BSS located at adjacent facility)

#### ***Facility 3***

- Name: Hollywood Sewer Maintenance Yard 21007
- Location: 6014 Waring Avenue
- Characteristics: Maintenance; no co-location at this site



### C. PHASE II SURVEY RESULTS: PART 1 - DEPARTMENT LEVEL

There are currently 19 Y&S facilities operated by BOS, which includes 10 co-located sites that are operated in conjunction with other City departments.

#### **Service Area**

BOS indicates that its service areas were defined over 35 years ago based on the geographical location of service needs, maintenance requirements, and miles of sewers maintained at the time. BOS service areas are divided into six districts, as follows:

- |                      |                        |                    |
|----------------------|------------------------|--------------------|
| 1) Reseda,           | 2) North Hollywood,    | 3) Hollywood,      |
| 4) West Los Angeles, | 5) North District, and | 6) South District. |

BOS indicates that the service area for its Solid Resources (SR) district yards are based on operational needs in support of various programs that are associated with collection, recycling, and disposal of residential solid waste.

#### **Limitations on Relocation**

BOS advises that the location of its facilities is restricted by the need to provide timely responses to service requests. BOS receives urgent calls relating to sewer, overflowing, and flooding issues. Therefore, location of yards is crucial to the effective delivery of services. SR district yards are currently configured so that collection trucks can be parked, fueled, repaired, and maintained at the same site.

#### **Revenue Opportunities**

BOS reports a potential revenue opportunity from the San Pedro Tower at the Harbor Yard, which could be retrofitted and converted into a wireless telecommunications facility. The Bureau advises additional revenues could be generated for use of its collection trucks for advertising.

#### **Interactions**

- **Intradepartmental:** BOS indicates that truck maintenance shops operated by GSD should be co-located where collection trucks are parked, fueled, and washed. This would avoid operational inefficiency and additional costs. BOS suggests that activities operated by BSS at the North Central and Harbor yards could potentially be relocated and consolidated with existing BSS yards.
- **Interdepartmental:** BOS advises that it frequently interacts with multiple departments as part of its Y&S operations, as outlined in the chart that follows.

BOS Interactions at Y&S Sites with Other City Departments	
City Departments	Services Provided
GSD	<ul style="list-style-type: none"> <li>Construction Forces Division provides alteration and improvement services for buildings in the SR yards.</li> <li>Building Maintenance Division provides routine repair and maintenance services for buildings in the SR yards.</li> <li>Fuel Services and Environmental Compliance Division maintains the fueling stations at the yards.</li> <li>Fleet Services Division repairs and maintains the collection vehicles.</li> <li>Facility Services Division provides custodial services in the administration buildings within the yards.</li> </ul>
BOE	<ul style="list-style-type: none"> <li>Architectural Division provides design services for the alternative fueling facilities and tenant improvement projects at the SR yards.</li> <li>Stormwater Division provides design services for Low Impact Development (LID) and storm water Best Management Practices (BMP) structures at the SR yards.</li> <li>Structural Engineering Division provides structural design services and structural assessments for building code compliance and seismic upgrades.</li> <li>Geotechnical Division provides geotechnical and soil studies.</li> <li>Environmental Group provides environmental studies and prepares environmental documentation.</li> <li>Land Development and Geographic Information System (GIS) Group provide land development studies to support the feasibility of land use for new construction or renovations in the SR yards.</li> <li>Survey Division provides property surveys, parcel maps, record of survey, and construction surveys for the SR yards.</li> </ul>
LADBS	<ul style="list-style-type: none"> <li>Building permits issued for yard improvement projects are subject to LADBS review and approval. LADBS inspectors assigned to the projects visit the SR yards to ensure project's compliance with building permit.</li> </ul>
City Planning	<ul style="list-style-type: none"> <li>Renovation projects at the SR yards that require Building and Safety permits may also require City Planning clearances. Clearances are issued by LADBS to obtain sign offs for various projects for high way dedication, zoning administration cases, variances, and any applicable cases by City Planning. The clearance handbook issued by LADBS indicates when a City Planning clearance is applicable.</li> </ul>
LAFD	<ul style="list-style-type: none"> <li>Provides fire protection services for fueling facilities at the SR yards.</li> </ul>
DOT	<ul style="list-style-type: none"> <li>Conducts traffic studies and provides traffic signal installations for the SR yards which would impact the flow of traffic in and out of the yards.</li> </ul>
LADWP	<ul style="list-style-type: none"> <li>Provides electricity and water services, and monitors electrical and water meter usage at the SR yards.</li> </ul>
BCA	<ul style="list-style-type: none"> <li>Inspects construction projects at the SR yards.</li> </ul>
ITA	<ul style="list-style-type: none"> <li>Provides communication services and network connection in the SR yards.</li> </ul>

- Public Service: SR district yards provide drop-off locations for bulky items and used/waste tires for communities. Yards also host open house events for public outreach and education of BOS programs.
- Contracted services – BOS currently holds contracts with 17 non-City providers for the following services:
  - Mobile truck washing;
  - Truck wash maintenance and repair services;
  - Cleanup and disposal of hazardous wastes; and,
  - Access control and surveillance camera services.

#### **D. PHASE II SURVEY RESULTS: PART 2 - INDIVIDUAL SITES**

##### **Service Needs/Upgrades**

Changes in service needs or delivery methods include changing parking areas, vehicle circulation and traffic circulation. BOS advises that all Wastewater Collection Yards with the exception of the Dorris Place facility are scheduled for reconstruction. Currently the South Los Angeles Yard located at 2002 Slauson is under construction and is scheduled for completion in the Spring of 2019. The remaining yards will be reconstructed at varying time schedules. All the yards will be designed to meet Leadership in Energy and Environmental Design (LEED) standards.

All City-owned trucks in BOS are equipped with laptops, GPS location devices and GIS applications. A vast majority of Heavy Duty (HD) vehicles are powered by compressed natural gas (CNG).

BOS advises that efficient and green building technologies and strategies should be implemented when retrofitting existing buildings. Other proposed costs saving upgrades involve water and energy conservation, such as installing solar panels and updating bathrooms to be more water and energy efficient.

Common modification requests includes additional parking, expanded workspace and building upgrades. BOS also identified the need for women's restroom/locker room facilities at all facilities.

Other common upgrade requests for the Y&S operated by BOS include:

- New security cameras;
- Variable frequency drive air conditions with odor control filters for energy efficiency;
- Upgrading yard light poles with photocells and cameras; and,
- Water-wise equipment such as low flow sink aerator and low and dual flush toilets as potential cost saving measures.

BOS advises additional space needs to be provided for the operations of the Livability Services Division (LSD) either within existing Y&S sites operated by BOS or other under-utilized City properties. LSD provides waste removal and cleanup services including public space waste collection, cleanup of illegally disposed waste, and cleanup of waste from homeless encampments. Space is needed for operations and parking for staff vehicles and operational equipment essential to LSD.

### **Severity of Issues**

BOS advises that many of its Y&S facilities are co-located with GSD and BSS. As a result, exterior space competes with various programs that are operated by the respective departments. Over-utilization is a moderate issue for BOS facilities with most overcrowding issues pertain to lack of parking spaces and need for more storage space for Household Hazardous Waste.

Most of the Y&S facilities operated by BOS are older buildings, with the exception of Solvents Automotive Flammables Electronics (SAFE) Centers.

Security appears to be a minor to moderate issue as most facilities already have some security measures in place such as cameras or security guards. Frequently reported security issues include homeless encampments surrounding the facilities, vandalism, and theft.

### **Use of Interior Space**

The interior building uses include: supply/stock room, office space, lockers, storage, maintenance/repair of equipment, and public counter.

### **Use of Exterior Space**

The main categories for exterior uses are for storage, parking, fueling, and outdoor vehicle washing operations for SR yards without truck washing facilities. Storage usages include bulky items, articles collected from homeless encampments, equipment and Household Hazardous Waste. The East Valley Solid Resources Management Complex also uses its exterior yard space for training and testing purposes.

BOS advises that SAFE Centers could benefit from buildings with restrooms, which would help address utility and safety issues.

BOS Sites - Overview of Operations											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-Located Departments
1	Gaffey SAFE Center Collection Yard *										N/A
	Harbor Solid Resources Collection Yard	x	x		x		x	x	x	Unleaded, Diesel	GSD, BSS
2	LAG SAFE Collection Center *										N/A
3	Nicole Bernson SAFE Collection Center *										N/A
4	Randall SAFE Center *										N/A
5	Washington SAFE Collection Center *										N/A
	Washington Solid Resources						x	x	x		N/A
6	Hyperion SAFE Center										N/A
7	East Valley Solid Resources Management Complex	x	x	x	x	x	x	x	x	CNG, LNG*, Unleaded, Diesel	GSD
8	North District Sewer Maintenance Yard - Administrative Building	x	x	x	x	x	x	x	x	Unleaded Gas, Diesel	GSD
9	West Valley Solid Resources Collection Yard	x	x	x	x		x	x	x	CNG, LNG, Unleaded, Diesel	GSD, BSS
10	North Central Refuse Collection Yard	x	x		x	x	x	x	x	CNG, LNG, Unleaded, Diesel	GSD, BSS
* Facilities subsequently identified with completion of site specific surveys pending prior to initiating of the next phase of the Master Plan Study.											



BOS Sites - Overview of Operations (continued)											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-Located Departments
11	Western District Refuse Collection Yard	x	x	x	x			x	x	CNG, Unleaded, Diesel	GSD
12	South Los Angeles Solid Resources Collection Yard	x	x	x	x		x	x	x	CNG, LNG*, Unleaded, Diesel	GSD
13	Reseda Sewer Maintenance Yard	x		x		x	x				N/A
14	Central LA Recycling and Transfer Station (CLARTS)	x	x	x	x	x	x		x	Diesel, Propane	GSD
15	Mulch and Compost processing, Maintenance and Construction Facility, Methane collection Plant and Education Center	x	x			x	x	x	x		GSD
16	Hollywood Sewer Maintenance Yard	x		x		x	x	x	x		N/A
17	North Hollywood Sewer Maintenance Yard	x				x	x				BSS
18	South Sewer Maintenance Yard					x	x	x	x		N/A
19	West Los Angeles Sewer Maintenance Yard	x		x		x	x	x	x		N/A

\*Liquefied Natural Gas

### BOS Sites - Use of Space \*

Interior	Count	Notes
Supply/Store/Stock Room	9	Includes supply closet, store and stock room
Office/work space	8	
Locker	6	
Network/phone connection	5	
Maintenance/Repair of Equipment	5	
Public counter	5	
Storage	5	Includes temporary storage for Household Hazardous Waste and storage lockers
SAFE Center	6	
Wash facility	3	Three automated truck washing facilities are operated at the East Valley, West Valley, and South Los Angeles Collection Yards (West not operational). All the other yards provide mobile truck washing onsite.

Exterior	Count	Notes
Storage	19	Includes bulky items, homeless encampment, used tire collection, equipment, household hazardous wastes, and mattress
Parking	8	
Fueling	4	
Training	1	
Testing	1	
Electrical Vehicles (EV) Charging Station (future)	1	
Mulch Giveaway Site	1	

### BOS Sites - Improvement requests \*

Type of Request	Count
Facility/building upgrades	5
Parking	1

*\* Reflects tally of responses provided for the Phase II Part 2 surveys for individual sites operated by the respective Bureau or Department.*

## **6. BUREAU OF STREET LIGHTING (BSL)**

### **A. OVERVIEW OF DEPARTMENT OPERATIONS**

The Bureau of Street Lighting (BSL) provides engineering design, construction, maintenance, and repair of the City's Street Lighting System. BSL is responsible for maintaining adequate roadway and sidewalk illumination for vehicular and pedestrian safety. The Bureau also administers special assessments received by the City in accordance with state laws and City street lighting construction and maintenance ordinances. All lighting installed within the city is designed to meet National Lighting levels that provide visibility and reduce sky glow and glare and are tested for efficiency, safety and maintainability. BSL evaluates petitions for street lighting in accordance with the 1911 Improvement Act, provides technical services to other agencies along with assessment advisory services to Council.

### **B. PHASE I SURVEY OVERVIEW**

BSL completed a Phase 1 survey, as summarized below. BSL indicates that operations have outgrown its existing Y&S facilities due to increasing responsibilities assigned to the Bureau. The consultant team did not conduct any field visits to sites operated by BSL.

- ***Operations:***

Maintenance services, Construction services, Warehouse, Underground Service Alert, and Litigation Investigations.

- ***Working Hours:***

Monday – Friday, 7:00 AM – 4:30 PM

- ***Challenges and Issues:***

- ***Present Day and Long Term:***

- Insufficient room to expand to accommodate additional construction requests
    - Modernization of aging facilities and better utilization of space

- ***Representative Facilities:*** The facilities identified by BSL as representative of its overall operations are, as follows:

- ***Facility 1:***

- Location: Santa Monica Boulevard and Virgil
    - Characteristics: Maintenance and Construction; no co-location at this site.

- ***Facility 2:***

- Location: Raymer Street
    - Characteristics: Maintenance; co-location at this site.

### **C. PHASE II SURVEY RESULTS: PART 1 - DEPARTMENT LEVEL**

There are currently 2 Y&S facility operated by BSL, which includes 1 co-located site that is operated in conjunction with other City departments.

#### **Service Area**

The Bureau of Street Lighting has two field operation yards - the Santa Monica Boulevard and Raymer Street yards that are utilized to facilitate needs for approximately 220,000 streetlights

citywide. BSL operations address maintenance and repairs to address pole knockdowns, wire theft, circuitry repairs, vandalism, and burned out lights. These services are coordinated from the Santa Monica and Raymer yards for their respective service areas.

BSL field work is divided into 5 districts that are geographically defined. Four service areas (Central, East, West, and South) are located at the main yard on Santa Monica Boulevard and the Valley service area operates from the Raymer Street Yard. Construction services are provided citywide. BSL advises that its current deployment within its existing service districts produces the most optimal use of staff time.

#### **Limitations on Relocation**

BSL advises that the potential relocation of its functions has been analyzed and determined to be costs prohibitive due the amount of space needed to accommodate its various yard functions. BSL advises that any relocation would need to be centrally located or additional yards would need to be purchased and/or leased.

#### **Revenue Opportunities**

BSL indicates that the expansion of the telecommunication program could provide additional revenue generation. The Bureau currently receives annual lease payments for each streetlight that is used by telecommunication companies for various attachments to the streetlights. BSL reports that this program tripled in size this fiscal year, which results in a proportionate increase in revenues.

#### **Interactions**

- **Intradepartmental:** The main yard, located on Santa Monica Boulevard, performs the majority of field operations. The Valley crew operates from its own dedicated site. BSL indicates it would be optimal to also separate the South and West District which experiences the most traffic and travel times.
- **Interdepartmental:** BSL is co-located with GSD and DOT at the Valley Center Repair Shop (Raymer Street Yard), with an estimated 20-25 percent of the facility dedicated to BSL functions. GSD provides fueling and vehicle maintenance at this location. Co-located GSD personnel also provide ordering and warehouse services to support maintenance and repair work related to BSL operations.

### **D. PHASE II SURVEY RESULTS: PART 2 - INDIVIDUAL SITES**

#### **Service Needs/Upgrades**

BSL advises that as construction work projects increase, sufficient room to accommodate the additional personnel, vehicles and materials associated with this work poses a challenge. The Santa Monica yard has no capacity to accommodate additional employee or fleet parking, and has very limited warehouse and yard space.

BSL also indicates that the current building layout does not accommodate options to expand shop space at the existing sites. Mobile rental units are currently utilized to provide additional restrooms needed on site.

**Severity of Issues**

BSL advises that its own staff along with other co-located personnel would benefit from communication/internet upgrades. BSL reports moderate utility issues that include security camera installation and upgrades to communication/internet cabling.

BSL advises that its Y&S facilities are overcrowded and are in need of more spaces for effective operations. BSL reports overcrowding and the need for additional yard space at both sites, along with the need for additional warehouse space at the Santa Monica yard to store materials.

**Use of Interior Space**

Interior spaces are primarily used for office space, warehouse, and storage.

**Use of Exterior Space**

Exterior spaces are used for storage and parking for fleet, employees, and visitors.



BSL Sites – Overview of Operations											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-Located Departments
1	GSD Valley Center Repair Shop (Raymer Street)	x	x			x	x		x	Gas, Diesel	GSD, DOT
2	Street Lighting Field Headquarters	x		x	x	x	x		x		N/A

### BSL Sites - Use of Space \*

Interior	Count
Office Space	2
Warehouse space	2
Storage	2

Exterior	Count
Parking	2
Storage	2

\* Reflects tally of responses provided for the Phase II Part 2 surveys for individual sites operated by the respective Bureau or Department.

## **7. BUREAU OF STREET SERVICES (BSS)**

### **A. OVERVIEW OF DEPARTMENT OPERATIONS**

The Bureau of Street Services (BSS) defines its mission to enhance public safety, mobility, health, and neighborhood quality of life by revitalizing the streetscape. BSS has defined three priority objectives as follows: 1) improve the quality of the road surface; 2) maintain a safe, clean and green public right of way; and, 3) build streetscape improvements.

BSS advises that the following core programs support its priority outcomes:

- Pavement Preservation - includes resurfacing, slurry seal, small asphalt repairs, and the Pavement Management System, which maintains a comprehensive database of road surface conditions throughout the City;
- Urban Forestry - includes the management and care of street trees and landscaped median islands and the issuance of permits relating to trees on both public and private property;
- Motorized Street Sweeping – performs weekly street sweeping that is primarily focused on posted routes; and,
- Investigation and Enforcement Division - issues a wide variety of permits relating to temporary activities occurring within the public right of way such as special events and impermanent construction uses and responds to complaints regarding violation of City codes including illegal dumping, vending, and water discharge.

The Bureau's Engineering and Special Projects divisions use a design-build approach to construct streetscape improvements, including curb ramps, bus pads, median islands, bikeways, and customized streetscape improvements, in response to community needs. The Bureau's Engineering Division reviews all proposed landscape improvements for the public right of way to ensure they are sustainable and conform to relevant codes and policies. The Bureau also enforces the weed abatement ordinance on private, unimproved parcels outside of the high fire severity zone.

### **B. PHASE I SURVEY RESULTS**

BSS completed a Phase 1 survey, as summarized below. Field notes were prepared by the consultant team for Y&S facilities operated by BSS for the following sites:

- Fleet Services & Central Parking Enforcement Yard
- North Central District Yard
- **Operations:**  
Street Services
- **Yard Types:**  
Maintenance Yards
- **Working Hours:**  
Monday - Friday, varies from a start time of 6:00/ 6:30 AM to a closing time of 2:30 / 3:00 PM

- **Departmental Changes:**  
None anticipated at this time, however, BSS indicates the need for a possible expansion in the “mid-future.”
- **Departmental Interactions:**  
BSS reports that some of its facilities have fueling services provided by GSD and various sites are co-located with BOS operations.
- **Challenges & Issues:**
  - **Present Day & Long Term:**  
Aged facilities and limited space
- **Representative Facilities:** The facilities identified by BSS as representative of its overall operations are, as follows:
  - Facility 1**
    - Name: Asphalt Plant #2
    - Location: 12251 Sherman Way
    - Characteristics: none listed; not a co-located site.
  - Facility 2**
    - Name: Southwest Yard
    - Location: 5860 S. Wilton
    - Characteristics: Maintenance; not a co-located site.
  - Facility 3**
    - Name: Venice Yard
    - Location: 2000 W Abbot Kinney
    - Characteristics: Maintenance; not a co-located site.

### C. PHASE II SURVEY RESULTS: PART 1 - DEPARTMENT LEVEL

There are currently 34 Y&S facilities operated by BSS, which includes 9 co-located sites that are operated in conjunction with other City departments.

#### **Service Area**

BSS reports that its Street Services yard locations were established over 75 years ago to address the street maintenance needs at that time. Since then, BSS advises that not only has the street network expanded but the needs have also evolved with many new services added. Presently, the services a community receives often come from several yards rather than from a single local facility. With Measure M and SB-1, the new services and expanded services emphasize the need for additional, larger and modernized support yards.

### **Limitations to Relocation**

For local emergencies, BSS is a first responder and advises that there is a need for its Y&S facilities to be more widely dispersed throughout the city. Geographically, BSS prefers a resource distribution that spans the city to achieve a rapid response to impacted areas during a local disaster. BSS also supports efforts to modernize its facilities to ensure they are structurally and functionally capable of withstanding earthquakes or other local disasters by continuing to provide working fueling, communication, equipment and staff deployment facilities. BSS does not recommend reducing the number of its facilities and does not view relocation as a feasible option.

### **Revenue Opportunity**

BSS advises there are no foreseeable revenue opportunities at this time.

### **Interactions**

- **Intradepartmental:** There are currently four functional groups within the Bureau of Street Services' yards and shops facilities: 1) Landscape, 2) Street Maintenance, 3) Road Repair, and 4) Construction. BSS advises that while groups don't necessarily need to be located closely together, co-location helps facilitate efficient coordination when there are comprehensive projects.
- **Interdepartmental:** Some yards have fueling services provided by GSD and stormwater facilities operated by BOS.

## **D. PHASE II SURVEY RESULTS: PART 2 - INDIVIDUAL SITES**

### **Service Needs/Upgrades**

The Bureau has indicated a need for additional yard space to accommodate additional staff, equipment, and vehicles associated with Measure M and SB-1 activities, as the programs will allow Street Services to provide a higher level of service throughout the city. BSS has projected that SB-1 has the potential to lead to a 50 percent increase in the level of street services offered.

BSS advises that lighting, plumbing, and equipment upgrades would help achieve cost efficiencies as it would reduce power, water and fuel consumption, respectively. BSS suggests that a reconfiguration or expansion of some of its yards would lead to more efficient operations. In addition, separate male and female lockers, showers, restroom and accessible facilities are needed.

BSS has indicated the need for various facility upgrades including structural, security and cosmetic work, reconfiguration of interior space and utility upgrades.

### **Severity of Issues**

BSS has indicated a strong need for improved yard security to control theft and vandalism, since the facilities are typically in zoning areas less travelled and in older neighborhoods. BSS advises that chain link fencing and padlock gates are no longer an effective deterrent and identifies the need for a modern security system at its Y&S facilities, including alarms and video surveillance systems. BSS indicates a need to address these security concerns before program expansion occurs. During hours of operation, yards appear to be unstaffed, which further contributes to security issues.

BSS identifies overutilization of space at most of its facilities. BSS indicates that its facilities can be better utilized if they can be modernized and made more secure.

Inadequate yard space limits the ability to store and stage additional vehicles, equipment, and construction materials necessary for multi-division operations, comprehensive construction projects, and emergency response operations. Overcrowded yards are operationally inefficient, susceptible to higher incidences of vehicular accidents, and pose safety concerns for employees moving about in such areas.

**Use of Interior Space**

Interior building uses include office space, training/meeting areas, locker/restroom/shower facilities, and storage.

**Use of Exterior Space**

Exterior yard uses include parking, fueling, construction material storage, vehicle washing, light vehicle maintenance and transfer sites.



BSS Sites – Overview of Operations											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Available	Co-Located Departments
1	San Fernando Road Consolidated Facility (BSS "East" Yard)	x	x	x	x	x	x		x	Unleaded, Diesel, CNG	BSS, BOS, GSD
2	BSS Cochran Yard Building ("Wilshire" District Street Services Yard)		x				x		x	Unleaded, Diesel	N/A
3	Central District Yard		x			x	x		x	Unleaded, Diesel	N/A
4	Street Maintenance Yard (Lot Cleaning Division)						x				N/A
5	Gaffey Street Yard ("Harbor" Yard)	x	x						x	Unleaded, Diesel	BOS, GSD
6	BSS Palisades District Yard		x			x				Diesel	IED, SMD
7	Venice BSS Yard		x	x			x		x	Unleaded, Diesel	N/A
8	7th St Consolidated Facility- Street Services Warehouse (7th St Warehouse)	x			x				x	Gasoline	GSD
9	Eagle Rock Yard Building		x			x	x		x	Unleaded, Diesel	N/A
10	BSS Yard Building					x			x		N/A
11	Asphalt Plant #1										N/A
12	Cahuenga Pass Yard				x		x				N/A
13	Southeast Yard		x			x	x		x	Unleaded, Diesel	N/A
14	Silverlake Yard Building						x			Diesel, Gas	RAP, LASAN, GSD
15	Westchester Yard		x	x		x	x		x	Unleaded, Diesel	N/A

BSS Sites – Overview of Operations (continued)											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Available	Co-Located Departments
16	Southwest Yard Building		x	x		x	x		x	Unleaded, Diesel, CNG	N/A
17	Reseda/Woodland Hills Yard		x	x		x			x	Diesel, Gas	SPD
18	Lindley Yard Building										N/A
19	Hollywood Yard/Office		x	x						Unleaded, Diesel, CNG	N/A
20	Canoga Park Yard Building		x				x		x	Unleaded, Diesel	N/A
21	Alabama Yard							x	x		N/A
22	Balboa BSS									Diesel	N/A
23	South District Yard			x		x	x		x		N/A
24	Topanga Yard		x	x		x			x	CNG	N/A
25	Sunland District (Topanga)	x	x	x		x	x		x	Unleaded, Diesel	RRC
26	Granada Hills Yard Building		x	x	x	x			x	Diesel, Gas	N/A
27	North Hollywood Yard Building	x	x	x		x		x	x	Unleaded, Diesel, CNG	N/A
28	Bel Air Yard Building	x	x	x		x			x	Gas, Diesel, CNG	N/A
29	San Fernando BSS		x				x		x	CNG	N/A
30	Recycling Center										LADWP
31	Asphalt Plant #2		x							Unleaded, Diesel	N/A
32	North Hollywood Repair Facilities (Valley Warehouse)										GSD
33	Van Nuys Yard	x	x	x		x	x		x	Unleaded, Diesel, CNG	N/A

<b>BSS Sites – Overview of Operations (continued)</b>											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Available	Co-Located Departments
34	San Fernando Yard*										
*A City Owned Facility currently leased to All American Asphalts, operating on a month-to-month lease with GSD.											

### BSS Sites - Use of Space \*

Interior	Count
Office work	20
Locker/restroom/shower	3
Storage	3
Maintenance	2
Truck dispatching	2
Warehouse	2
Admin work	1
Fuel site	1
Park crew equipment	1
Repair area	1
Supply area	1
Training	1
Transfer site	1
Wash rack	1

Exterior	Count
Parking	14
Fuel site	13
Transfer site	7
Wash rack	3
Storage	2
Clarifier	2
Sand & rock bins	1
Training	1
Mulching operations	1
Production of asphalt mix/recycling	1

### BSS Sites - Improvement Requests \*

Type of Request	Count	Notes
Building/Facility Upgrades	19	Includes paint and interior and new/additional office space
Utility Upgrades	5	Includes communication upgrades, better ventilation, data feeds and data speed upgrades, and plumbing

*\* Reflects tally of responses provided for the Phase II Part 2 surveys for individual sites operated by the respective Bureau or Department.*

## **8. DEPARTMENT OF GENERAL SERVICES (GSD)**

### **A. OVERVIEW OF DEPARTMENT OPERATIONS**

The Department of General Services (GSD) provides internal support for City programs in the delivery of residential services. Services provided by GSD include: maintaining a good portion of the City's vehicle fleet and all City-owned aircraft. Other services fueling stations and parking management; real estate and building services, including lease negotiations, custodial and work space alterations, installation and maintenance of electric vehicle chargers for use by the fleet, public, and City employees; construction forces and materials testing; mail, messenger and printing services; and, emergency management and special event coordination. By ordinance, GSD also serves as the City's purchasing agents and manages the City's materials warehouses and salvaging of City assets.

### **B. PHASE I SURVEY RESULTS**

GSD completed a Phase 1 survey, as summarized below. Field notes were prepared by the consultant team for Y&S facilities operated by GSD for the following sites:

- Fleet Services & Central Parking Enforcement Yard
- Seventh Street Consolidated Facility
- **Operations:**  
Fleet Services purchases, maintains, salvages and performs required safety inspections for the City's fleet of vehicles and equipment for all Council-controlled departments along with aircraft for LAPD, LAFD and DWP (Harbor, Airport, DWP, LAPD, and LAFD maintain their own fleet of vehicles). Fleet Services also oversees a number of motor pool operations.
- **Yard Types:**  
Maintenance Yards
- **Working Hours:**  
Day Shift: Monday - Friday, 6:00 AM to 3:30 PM  
Night Shift: Monday - Friday, 3:30 PM to 1:00 AM
- **Departmental Operations:**  
Fleet Services maintains equipment for all Council-controlled departments along with aircraft for LAPD, LAFD, and DWP excluding the fleet of vehicles assigned to Harbor, Airport, DWP, LAPD and LAFD.
- **Challenges & Issues:**
  - **Present Day:**  
Some maintenance facilities are old and may need repairs
  - **Long Term:**  
Facilities may need to be retrofitted for future purchases of alternative and electrically fueled vehicles and their necessary operational equipment

- **Representative Facilities:** The facilities identified by GSD as representative of its overall operations are, as follows:

**Facility 1**

- Name: N. Hollywood Repair Facility
- Location: 12201 Sherman Way, N. Hollywood, CA 91605
- Characteristics: Maintenance and warehousing; no co-location at this site.

**Facility 2**

- Name: East Valley Repair Facility
- Location: 11050 Pendleton St., Sun Valley, CA 91352
- Characteristics: Maintenance and warehousing; no co-location at this site.

**Facility 3**

- Name: Piper Tech Repair Facility (Space 120)
- Location: 555 Ramirez St., Los Angeles, CA 90012
- Characteristics: Maintenance; no co-location at this site.

**C. PHASE II SURVEY RESULTS: PART 1 - DEPARTMENT LEVEL**

There are currently 24 Y&S facilities operated by GSD, all of which are operated in conjunction with other City departments.

**Service Area**

Building Maintenance Division (BMD) and Construction Forces Division (CFD) service areas are defined by operational need. Some fleet service facilities are located on the same property as operations and supply is located at various yards to support end-users such as customer departments needing support. Materials Testing Section is centrally located.

Maintenance and supply areas are rarely redefined and are based on customer need. BMD and CFD operations are redefined on an as-needed basis.

**Limitations to Relocation**

GSD indicates that there are limitations to relocating its Y&S functions due to space requirement and operational considerations; including, but not limited to, height requirements for large/heavy delivery vehicles. GSD advises that test labs also require customized areas that need to be OSHA compliant.

**Revenue Opportunity**

GSD indicates there are no foreseeable opportunities to generate additional revenue through its Y&S functions.

**Interactions**

- **Intradepartmental:** GSD would prefer having its Fleet Services located on the same property as its customer departments and supply inventory operations should be in close proximity to its end-users, for purposes of operational efficiencies.



- Interdepartmental: GSD indicates that its Fleet and Supply Services Division have interaction with departmental operations staff on a daily basis. Testing services provided by GSD is utilized and available to all City departments including proprietary departments.
- Other: GSD also indicates that its Fleet and Supply Services Divisions interact with City vendors on a daily basis. GSD Supply works with vendors to procure supplies and to create hosted catalogs that will support the auto-replenishment functionality in FMS 2.0 (Financial Management System) and shop functionality for end-users.

#### **D. PHASE II SURVEY RESULTS: PART 2 - INDIVIDUAL SITES**

##### **Service Needs/Upgrades**

GSD indicates that reductions to its operational budget and loss of staff have greatly impacted its ability to support the operational needs of other departments.

Requested technological upgrades include:

- Fleet Focus M5 to upgrade the Vehicle Management System (VMS), Computerized Maintenance Management System (CMMS), and a module within the Asset Management System used in conjunction with tablets to automate work management and inventory tracking; and,
- Provision of smart devices (tablets) to run remote diagnosis and troubleshooting on various vehicles and equipment.
- Wi-Fi/bandwidth to support smart devices.

GSD indicates that the 7<sup>th</sup> Street Fleet Services Body Shop needs to be completely torn down and rebuilt to better accommodate larger vehicles (i.e. truck tractors and street sweepers) and to create more usable working space for body shop staff. The new facility would also need to be retrofitted with a natural gas detection system so that natural gas (alternative fueled) vehicles can be safely worked on inside the facility as opposed to outside where natural gas vehicles are currently being worked on.

GSD indicates a general need for updated utilities, buildings, and equipment. Utility updates include electrical works (updated lighting to LED, installation of EV charging stations, upgrade heaters and A/C). Building upgrades include provision of restroom/lockers for employees and adding more room for storage and testing. GSD also indicates that some of its maintenance facilities require replacement/installment of hoists, hose reels, and upgraded roll up doors, among other requests.

### **Severity of Issues**

GSD has indicated that multiple facilities report being over-utilized, with insufficient parking spaces posing and adverse impact on operational efficiencies. Some facilities are unable to use newer equipment due to lack of space and are unable to provide efficient services. GSD identifies adequate parking for employees as a moderate issue.

GSD indicates that cost savings could be generated through addressing some of the proposed utilities upgrades to LED lighting, use of solar panels, and installation of EV charging stations.

GSD identifies security as a moderate issue although most of its facilities appear to have some form of security measures already in place (such as keycard systems, cameras, and gates). GSD reports that there are frequent issues with theft, vandalism, and encroachments by the homeless. Hiring security guards during off-peak hours was the most commonly requested change to reduce the risks posed to its employees. Maintenance for access control has been requested but historically not been funded.

### **Use of Interior Space**

The most common uses of yards and shops facilities are office/work space, network/phone connection, maintenance and repair of equipment, and supply/inventory storage.

### **Use of Exterior Space**

The most common exterior uses are parking, staging area, storage (equipment, bulky items), repair of large equipment, and electrical vehicles (EV) charging stations.

GSD Sites – Overview of Operations											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-Located Departments
1	East Valley Solid Waste Resources Facility	x	x	x	x	x			x	Unleaded, Diesel, CNG, LNG Oil	BOS
2	Lopez Canyon Landfill	x	x		x	x			x	Unleaded, Diesel	BOS
3	North Hollywood Repair Facility	x			x	x				Oil	BSS, GSD Supply Service
4	Gaffey Street Yard	x	x		x	x			x	Unleaded, Diesel, LNG (Mothballed, Oil)	BOS
5	GSD Valley Center Repair Shop (Raymer Street Yard)	x	x			x (unstaffed)		x	x	Unleaded, Oil	DOT, GSD BMD, BSL, GSD Supply Service
6	Harbor Golf Maintenance Yard	x			x	x (unstaffed)				Unleaded, Diesel, Propane (RAP maintained verify w/RAP)	RAP
7	Western District	x	x	x	x	x			x	Unleaded, Diesel, CNG, Oil	BOS
8	7th St Consolidated Facility - GSD Steam Rack & Repair Shop	x	x	x	x	x			x	Unleaded (at VSI Shop), Oil	GSD Fleet Service Area I & III, GSD Supply Service, BSS

GSD Sites – Overview of Operations (continued)											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-Located Departments
8 (cont.)	7th St Consolidated Facility - Auto Electric	x									N/A
	7th St Consolidated Facility - GSD Body Shop	x			x						N/A
	7th St Consolidated Facility - Headquarters Brick Building		x						x	EV Charging Stations	N/A
	7th St Sweeper Shop	x			x	x			x	Oil	BOS
	7th St Consolidated - GSD Fleet Technical Services		x						x	EV Charging Stations	N/A
	7th St Consolidated Facility (Lube Shop)							x	x	Oil	N/A
	7th St Consolidated Facility - GSD Tire Shop					x					N/A
	7th St Consolidated Facility - GSD Tire Shop					x					N/A
9	Standard Test Labs										LADBS
10	North District Sewer Maintenance Yard - Administration	x	x			x				Unleaded, Diesel, Oil	Sanitation Waste Water, GSD Supply Service
11	West Region Headquarters Service Yard	x								RAP Maintained – verify w/RAP	RAP
12	Central Refuse Equipment Repair Yard	x		x	x	x			x	Oil(at 24 <sup>th</sup> St., No Fuel)	BOS

GSD Sites – Overview of Operations (continued)											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-Located Departments
13	36th Street Building Maintenance Yard	x					x	x	x	Oil	Animal Services, GSD BMD, DOT
14	Central Service Yard - Griffith Park (North Atwater Park)	x				x				Unleaded, Diesel, Oil, Propane	RAP, GSD Supply Services, BSS, Sanitation Waste Water
15	San Fernando Road Consolidated Facility (North Central District Yard)	x									BOS, BSS, GSD Supply Services
	North Central District Sanitation Yard	x	x	x	x	x			x	Unleaded, Diesel, CNG, LNG, Oil	BOS
16	Piper Tech - Signal, Pain, Sign, & Meter Shop; Major Construction Coordination Division	x									LAPD, LAFD, DOT, ITA, Election, GSD BMD, GSD CFD, GSD Supply Service
	Piper Tech - Civic Center Maintenance and Citywide Services						x	x	x		Various
	Piper Tech - Salvage					x					LAPD, ITA, GSD Construction Forces
	Piper Tech - Auto Parts Motor Transport					x					LAPD
	Piper Tech - Auto Parts Central Stores					x					GSD Fleet
	Piper Tech		x (Jet A Fuel Only)			x				Jet A Fuel, Diesel-- for generators, Oil	DOT, ITA, LAPD GSD Construction Forces / Fleet

GSD Sites – Overview of Operations (continued)											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-Located Departments
16 (cont.)	Piper Tech - Signal, Pain, Sign, & Meter Shop; Major Construction Coordination Division					x	x	x	x		Various
	Piper Tech -Signal, Pain, Sign, & Meter Shop; Major Construction Coordination Division, Painting				x	x			x		N/A
17	Valley Region Headquarters Service Yard & Sepulveda District Street Yard	x				x				Unleaded, Diesel, Oil (Maintained by RAP) Verify with RAP	RAP
18	South Area Parking Management	x	x		x (unstaffed)					Unleaded, Diesel, Oil	DOT Parking Enforcement
19	Helicopter Service Building, Hanger	x	x (Jet A Fuel Only)			x				Diesel (for generator), Jet A	LAPD, LAFD
20	West Valley Refuse Collection Yard (Sanitation Yard)	x	x	x		x			x	Unleaded, Diesel, CNG, LNG	BOS
21	GSD Fleet Services Building		x			x			x	EV Charging Station	DOT
22	Hollywood Street Maintenance Yard		x							Unleaded, Diesel, CNG, Oil tanks	N/A
23	Central Traffic Yard					x				Oil	DOT
24	Western Parking Enforcement Office	x	x	x		x			x	Gas (Unleaded), EV Charging Stations, Oil	DOT



### GSD Sites - Use of Space \*

Interior	Count	Exterior	Count
Office/work space	31	Parking	21
Network/phone connection	17	Equipment storage	8
Store/stock room	19	Staging Area	10
Maintenance/Repair of Equipment	11	Repair of Large Equipment	2
Parts Room	11	EV Charging Station	3
Miscellaneous	33	Miscellaneous	4

### GSD Sites - Improvement Requests \*

Type of Request	Count	Notes
Update utility	26	Includes adding A/C in offices, fume extraction system, updated lighting, emission collection system, heaters, and upgraded PA
Update building	14	Includes restroom/lockers for employees, more room for repairs/larger equipment, updated infrastructure, additional testing space, lunch room, and floor repair
Update/Additional equipment	7	Includes hose reel, data entry ports, replace/install hoists, compressor, and upgrade roll up doors.

*\* Reflects tally of responses provided for the Phase II Part 2 surveys for individual sites operated by the respective Bureau or Department.*

## **9. DEPARTMENT OF TRANSPORTATION (DOT)**

### **A. OVERVIEW OF DEPARTMENT OPERATIONS**

The Department of Transportation (DOT) is responsible for the development of plans to meet the transportation needs of the traveling public and commerce; DOT has centralized authority over the conceptual planning and operation of the City's streets system, including interaction with other governmental agencies on transportation matters.

DOT studies parking and traffic needs; provides for the installation and maintenance of traffic signs, signals, parking meters, street name signs, and other transportation control devices; controls traffic and pedestrian movement at all intersections; enforces parking rules and regulations and accounts generated revenues; coordinates the development of off-street parking; oversees crossing guard services; provides public utility regulation through investigation of services and rates of the privately owned public utilities; regulates the rates and services of taxicabs, ambulances, and sightseeing vehicles, and issues permits to drivers of public transportation vehicles; prepares and enforces provisions of franchises; and, audits franchise payments.

### **B. PHASE I SURVEY RESULTS**

DOT completed a Phase 1 survey, as summarized below. Field notes were prepared by the consultant team for Y&S facilities operated by DOT for the following site:

- Fleet Services & Central Parking Enforcement Yard
- ***Yard Types:***  
Maintenance, service, and storage yards
- ***Working Hours:***  
24-hour basis
- ***Departmental Changes:***  
DOT anticipates an increase in its staffing levels along with the need for additional equipment associated with its expanded operations.
- ***Departmental Interactions:***  
DOT works closely with BSL (poles used for City light standards are the same as those used to support traffic signals);

DOT regularly interacts with the Bureau of Street Services (BSS) for street projects, with the latter responsible for street resurfacing while DOT crews are utilized to apply traffic markings, traffic lanes, crosswalks, and replace vehicle detection loops damaged in the resurfacing process. BSS performs street cleaning that is supported by DOT's Parking Enforcement section in that street cleaning parking restrictions are enforced during street sweeping hours.

- **Challenges & Issues:**

- **Present Day:**

DOT operates four maintenance/service/storage facilities in the Central City. These facilities house traffic signals operations, paint and sign operations, equipment repair, and a traffic signal lab. DOT advises that these operations should be housed within a single facility. Due to limited storage space, DOT currently stores traffic signal poles in the Valley. Signal control cabinets are prepped and stored at Piper Tech. The Department maintains a warehouse at its Valley Parking Enforcement Office for LED light modules that are used throughout the entire city. The Department also stores and operates parking meter maintenance offices out of five locations. DOT reports that most of its operations are housed in structures constructed over 50 years ago, which have issues with rodents and insects infestations. DOT indicates that most of its facilities have inadequate HVAC and communication systems.

- **Long Term Challenges:**

DOT indicates that the Department is working to develop a strategic vision on how to optimally integrate the services it provides the public. Currently, the department provides Parking Enforcement and Intersection Control Services out of six locations (Southern, Central, Hollywood, Western, Valley, and a Harbor Substation), emergency and special Events support out of two locations, traffic signal maintenance and construction out of six locations, and traffic markings, signs and meter maintenance out of five locations.

DOT reports a need for its facilities to be modernized to effectively support current operations (e.g. wireless communications, emergency power, building power, electrical vehicle charging, HVAC systems, parking for employee's vehicles, parking for City equipment, storage for department equipment and materials, employee locker rooms). DOT also identifies a need for better access to their facilities (multiple points of in/egress) along with local freeways to promote efficient yard operations and reduce travel time to its work sites. DOT would prefer locations that are geographically dispersed throughout the city to facilitate more efficient service delivery.

DOT has identified the need to consider establishing a West Valley Parking Enforcement Office to reduce lengthy commuting times currently assigned to staff assigned to the facility, as compared to other areas.

- **Representative Facilities:** The facilities identified by DOT as representative of its overall operations are, as follows:

**Facility 1**

- Name: Central Yard-Traffic Signals/401 North Avenue 19
- Location: 401 North Avenue 19 and 1831 Pasadena
- Characteristics: Maintenance, service, and storage; no co-location at this site.

**Facility 2**

- Name: Hollywood Parking Enforcement
- Location: 411 N. Vermont
- Characteristics: Parking Enforcement; no co-location at this site.

**Facility 3**

- Name: Valley Parking Enforcement, Meter Repair, Traffic Signal Storage
- Location: 12544 S. Saticoy Street
- Characteristics: none listed
- **Other Considerations:**  
DOT indicates that parking enforcement offices can be considered for consolidated in certain areas and in other areas split into more geographical areas to reduce travel time and thereby increase productivity of its work crews.

**C. PHASE II SURVEY RESULTS: PART 1 - DEPARTMENT LEVEL**

There are currently 12 Y&S facilities operated by DOT, which includes 7 co-located sites that are operated in conjunction with other City departments.

**Service Area**

DOT advises that its service boundaries for individual service centers and maintenance yards were determined over 20 years ago and have not been changed since that time. The physical location of the service center/maintenance yard appears to have been the primary driver in the determination of service boundaries.

The Parking Enforcement Division consists of five stations and one substation:

- The Harbor Substation provides services for San Pedro and Wilmington.
- The Southern Office provides services from the City's southern boundary and North up to Washington Boulevard, and from Alameda & Central to La Cienega Boulevard going east to west.
- The Central Office provides service from the southern boundary at Washington Boulevard to the 134 Freeway and from Indiana/Valley Boulevards to Alvarado Boulevard going east to west.
- The Hollywood Office provides services from Mulholland Drive to Olympic/Wilshire Boulevard going north to south, and from Alvarado Boulevard to Doheny Drive going east to west.
- The Western Office services the City from its western border to Doheny Drive going east and from Mulholland Drive to Wilshire/Olympic Boulevards from north to south.
- The Valley Office provides services to the entire San Fernando Valley.

Traffic Signal Maintenance operates out of three locations:

- The Central Yard service area stretches from San Pedro in the south to Eagle Rock in the north.
- The Western Yard Service Area boundaries include the Pacific Ocean, the cities of Hawthorne and Inglewood, and Mulholland Drive.
- The Valley Yard provides signal maintenance and paint/sign crews for the entire Valley region.

Paint and Sign operates out of four locations:

- Services assigned to the Avenue 19 Yard encompass the entire city. These services include temporary parking restriction postings and street markings in support of the City's Pavement Preservation Program. Temporary parking restriction postings support the film industry, special events, and other functions that require temporary no-parking restrictions.
- The service area for the Central Yard encompasses the cities of Glendale and Pasadena to the north, San Pedro to south, Western Avenue to the west, and the City's eastern boundaries.
- The service area for the Western Yard is Mulholland Drive to the north, and Western Avenue to the west.
- The service area for the Valley Yard is the entire San Fernando Valley.

Special Traffic Operations is co-located at the Central Parking Enforcement facility. It provides service throughout the city, and for special venues located primarily in the Central City (Dodger Stadium, Staples Center, and Coliseum) and Hollywood (Greek Theater, Hollywood Bowl).

When there are changes or emergencies that cause changes in workload, DOT currently shifts its work crews to various locations to provide the necessary support.

#### **Limitations on Relocation**

DOT advises that most of its service and maintenance facilities lack sufficient parking for City equipment and employee vehicles, resulting in daily productivity loss as a result of employees moving City vehicles to accommodate employee parking requirements.

Provided the lot size can accommodate the staff and equipment requirements, consolidation of Central, Southern, and potentially the Hollywood Parking Enforcement may be possible since these facilities are all within 10 miles of each other. All three offices currently have good access to local freeways, which is critical for rapid deployment. However, the challenge to consolidating these operations is locating sufficient space to accommodate parking needs for both its service vehicles along with those of its employees.

### **Revenue Opportunity**

DOT has identified the following areas for potential revenue opportunities:

- Increase the fines for parking citations in order to increase General Fund availability;
- Recover costs from organizations requesting temporary parking restrictions, if the costs are not already recovered;
- Capture cost efficiencies attributable to technological improvements;
- Reduce City's future legal liabilities through appropriate infrastructure improvements, pavement markings and traffic signals ; and,
- Divide the Valley Parking Enforcement Office into East and West Valley offices which would reduce deployment times. It is expected revenue would increase from an associated increase in enforcement activities.

### **Interactions**

- **Interdepartmental:** The Southern and Western Parking Enforcement have gasoline pumps that can be utilized by all City vehicles. GSD is co-located with these facilities including Central Parking Enforcement. Traffic Signal Repair and Paint and Sign Operations access fueling facilities located at other City locations.

Parking Enforcement has frequent interaction (via telephone or email) with LAPD and the Council Offices to process stolen vehicle recoveries and address community concerns. Special Traffic Operations staff interact with various City departments. DOT also provides services for various special events such as the Academy Awards, the Los Angeles Marathon, and CicLAvia. DOT's Avenue 19 Yard operations frequently interacts with BSS, BOS, LAPD, Council Offices and the Film LA office as it receives requests for temporary signs and paint striping.

- **Intradepartmental:** Parking Enforcement (Western, Southern and Central) Offices are co-located with the GSD Fleet Maintenance Staff, which reduces time to complete repairs and redeploy the service vehicles.
- **Public Service:** The Parking Enforcement officers assist motorists with scheduling "Boot and Tow" hearings for drivers who believe that their vehicles were improperly impounded, or to review documentation and prepare releases for vehicles that have a "hold" due to expired registration. Operations that do not interact directly with the public include Traffic Signals Repair, Paint and Sign operations and Special Traffic Operations.
- **Other Interactions:** Parking Enforcement Offices have frequent interactions within their respective service areas with Official Police Garages (OPGs), tow truck drivers and operators during their routine duties of impounding vehicles and resolving issues for vehicle release. Additionally, DOT staff assigned to its Avenue 19 Yard interacts with the FBI, Homeland Security and other security personnel for dignitaries when temporary signs need to be placed for events and processions.



#### **D. PHASE II SURVEY RESULTS: PART 2 - INDIVIDUAL SITES**

##### **Service Needs/Upgrades**

DOT reports that upgrades to its data communication and utility systems are needed to move effectively support its operations, with an expressed need for EV charging stations.

DOT further advises that its facilities could benefit from improvements and/or additions of vehicle charging stations, canopies, and wash/fuel stations.

##### **Severity of Issues**

DOT indicates there is need for additional space at most of its facilities to provide for adequate storage, office space and parking for oversized vehicles. DOT advises that due to the inadequacy of space, operations have outgrown facilities and areas of the facility are not being utilized to its highest and best functions. DOT reports the average age of its facilities at 50 years or more, with needs for significant upgrades or replacement of existing buildings.

DOT indicates that security concerns could be addressed through the installation of upgraded lighting, gates and locks. The Department reports frequent cases of vandalism and theft of equipment and vehicles (both personal and service vehicles). The Department asserts that enhanced security would improve overall productivity and utilization of its facilities.

##### **Uses of Interior Space**

Main interior uses include office and work space and vehicle and equipment storage.

##### **Uses of Exterior Space**

Exterior spaces are mainly used to store City and personal vehicles and for equipment storage. DOT indicates that its facilities require EV charging stations and canopies to cover vehicles. DOT also indicates that operational improvements could also be achieved through resurfacing its existing facilities.

DOT Sites – Overview of Operations											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-located Departments
1	Avenue 19 Yard	x			x	x	x	x	x		N/A
2	Hollywood Parking Enforcement					x		x	x		N/A
3	Field Operations Equipment Repair	x			x	x	x		x		N/A
4	Southern Parking Enforcement (544 N Avalon Blvd.)								x		CD 15 Field Office
5	GSD Fleet, DOT, LAPD Central Parking Enforcement	x				x	x	x	x		GSD Fleet Services, BSS
6	Field Operations (Central Yard) Signal and Paint & Signs					x	x		x		GSD
7	Field Operations Western Yard		x			x	x		x	Gasoline, Diesel	N/A
8	Southern Parking Enforcement	x	x						x	Gasoline	GSD Fleet Services
9	Western Parking Enforcement	x	x						x	Gasoline	GSD Fleet Services
10	Valley Parking Enforcement and Valley Meter Repair					x	x		x		GSD Construction Forces
11	Field Operations (Valley Yard) Signal and Paint & Signs				x	x	x		x		N/A
12	Piper Tech	x			x	x					City Clerk, GSD, LAPD

### DOT Sites - Use of Space \*

Interior	Count	Exterior	Count
Office/Work Space	10	Store City/Personal Vehicles	6
Paint, Sign and Signal Storage	4	Bicycle Storage/Detail	5
Vehicle & Equipment Storage	3	Equipment Storage	2
Warehousing	3	Fueling	2
Locker Room	3	Vehicle Charging	1
Parking Meter Storage	1	Emergency Generator	4
Special Events	1	Maintain Paint and Thermoplastic Material	1

### DOT Sites - Improvement Requests \*

Type of Requests	Count
Vehicle Charge Station	11
Canopy	6
Wash/Fuel Stations	5
Data Communication	8
Electrical Infrastructure	2
Solar Panels	1
Parking Lot Resurfaced	1
Electrical and Water Service	1
HVAC	1

*\* Reflects tally of responses provided for the Phase II Part 2 surveys for individual sites operated by the respective Bureau or Department.*

## **10. LOS ANGELES FIRE DEPARTMENT (LAFD)**

### **A. OVERVIEW OF DEPARTMENT OPERATIONS**

The Los Angeles Fire Department (LAFD) protects life, property and the environment through their direct involvement in fire prevention, firefighting, emergency medical care, technical rescue, hazardous materials mitigation, disaster response, public education and community service; provides rescue and emergency medical services; controls and extinguishes dangerous fires; protects life and property from fire risks by inspecting buildings for fire hazards and enforcing fire prevention laws; carries on a fire prevention educational program; and, investigates suspected cases of arson. An equally committed non-sworn cadre of support personnel provide technical and administrative expertise in their corresponding pursuit of the department's mission.

### **B. PHASE I SURVEY RESULTS**

LAFD completed a Phase 1 survey, as summarized below. The consultant team did not conduct a field visit to any Y&S facilities operated by LAFD.

- **Operations:**  
Public safety, emergency medical service, fire suppression, and all hazard responses
- **Yard Types:**
  - Fire Department Fleet Maintenance
  - Firefighting equipment and medical equipment supply and maintenance
- **Working Hours:**
  - Every day 6:00 PM - 6:00 PM
  - 24 hour emergency field repair and logistical support
- **Departmental Changes:**  
The Department reports that future expansions and upgrades to the facility will be necessary in the future.
- **Challenges & Issues:**
  - **Present Day:**  
The main facility on Avenue 19 was built in 1964. LAFD advises that upgrades to various systems are complete, in progress, or needed.
  - **Long Term:**  
LAFD advises that the Avenue 19 facility will need upgrades to the parking areas, concrete slabs and paving, electrical outlets for new shop equipment, electric chargers for electric vehicles, and interior wall and ceiling paint in work areas. Floor space is becoming inadequate due to size of current and future apparatus
- **Representative Facilities:** The facilities identified by LAFD as representative of its overall operations are, as follows:

**Facility 1**

- Name: Fire Station #401
- Location: 140 North Avenue 19
- Characteristics: Maintenance, Service, Storage; no co-location at this site.

**Facility 2**

- Name: Fire Station #88
- Location: 5101 North Sepulveda Boulevard
- Characteristics: Maintenance; no co-location at this site

**C. PHASE II SURVEY RESULTS: PART 1 - DEPARTMENT LEVEL**

There are currently 3 Y&S facilities operated by LAFD, with no co-location of other City departments.

**Service Area**

The service area for LAFD's Avenue 19 Shop includes all of LAFD geographic bureaus, battalions, fire stations, the Port of LA, LAX and Van Nuys Airports, and any mutual aid deployments to other state and federal locales. The service area for the Valley Shop generally includes all areas of the City that are north of the Hollywood Hills. LAFD has explained that its service areas are designed to minimize time spent on travel needed for emergency responses.

LAFD indicates that additional space could be devoted to yards and shops functions by relocating non-emergency supplies to other locations.

**Limitations on Relocation**

LAFD advises that its facilities must be easily accessible and allow for the appropriate turning radius for emergency vehicles. LAFD does not support consolidation of its facilities to avoid potential conflicts in the service and deployment of vehicles. The Valley Shop is currently located on a leased site that is owned by the United States Army Corps of Engineers. LAFD has clarified that the lease includes terms stipulating that the property can only be used for fire department related purposes.

**Revenue Opportunities**

LAFD advises there are no identified foreseeable revenue opportunities at this time.

**Interactions**

- **Intradepartmental**: LAFD advises that its standard practice is to assign its functional groups to be co-located with its Y&S facilities.
- **Interdepartmental**: LAFD indicates that its specialized fire apparatus for marine and aircraft emergencies are located and repaired in the Harbor and LAX and Van Nuys airports, respectively. This involves present and ongoing coordination with the Port of Los Angeles and Los Angeles World Airports. However, resources are not shared due to the specialized nature of emergency fire apparatus such as fire boats and ARFF (aircraft rescue and firefighting) vehicles.

- Other: Individual LAFD stations place equipment and supply requests through the Supply and Maintenance Division with either LAFD or GSD delivering the requested items on a monthly basis, or by courier for urgent requests.

#### **D. PHASE II SURVEY RESULTS: PART 2 - INDIVIDUAL SITES**

##### **Service Needs/Upgrades**

LAFD identifies a potential need for expansion due to the complexity and size of its vehicles and equipment. The department indicates the need for expansion and modernization as crucial for maintaining its ability to effectively provide emergency services.

LAFD identifies a need for larger repair and maintenance bays and upgrading building structures and equipment. For exterior upgrades, LAFD identifies a need for canopies to cover vehicles and fuel pumps to reduce weatherization and to provide suitable working conditions for maintenance and operation staff and new or additional fuel/wash stations.

##### **Severity of Issues**

LAFD indicates that its sites require more space for storage and maintenance of large vehicles and advises that some areas are being improperly utilized due to lack of sufficient space.

LAFD estimates that the average age of its Y&S facilities is approximately 50 years. LAFD indicates concern that some of its buildings are outdated with limited capabilities and need to be replaced or renovated.

##### **Use of Interior Space**

LAFD indicates that its interior space is mainly used for repair and maintenance bays, and vehicle and equipment storage, with the need for additional space to support these functions.

##### **Use of Exterior Space**

LAFD indicates that its exterior space is mainly used for vehicle parking and equipment storage as well as other emergency vehicle use.



LAFD Sites – Overview of Operations											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-located Departments
1	Avenue19 Shop	x	x		x	x	x		x	Gas & Diesel	GSD (Supply Services)
2	Frank Hotchkins Memorial Training Center	x					x	x	x		N/A
3	Valley Shop	x	x				x	x	x	Gas & Diesel	N/A

### LAFD Sites - Use of Space \*

Interior	Count	Exterior	Count
Repair and Maintenance Bays	3	Vehicle and Equipment Storage	3
Training facilities	2		

### LAFD Sites - Improvement Requests \*

Type of Request	Count
Canopy	4
Fueling Station	3
Larger Repair and Maintenance Bays	2
Washing Station	2
Building Structure	1
Updated Equipment	1

*\* Reflects tally of responses provided for the Phase II Part 2 surveys for individual sites operated by the respective Bureau or Department.*

## **11. RECREATION AND PARKS (RAP)**

### **A. OVERVIEW OF DEPARTMENT OPERATIONS**

The Department of Recreation and Parks (RAP) operates and maintains parks, playgrounds, swimming pools, public golf courses, recreation centers, camps, educational facilities, and structures of historic significance.

- RAP manages over 16,000 acres of parkland, offering varied recreational, social and cultural programs at 444 park sites throughout the City.
- RAP maintains and operates: 422 playgrounds, 321 tennis courts, 184 recreation centers, 72 fitness areas, 62 swimming pools and aquatic centers, 30 senior centers, 26 skate parks, 13 golf courses, 12 museums, 9 dog parks, 187 summer youth camps and helps support the Summer Night Lights gang reduction and community intervention program.
- RAP supports the City's urban wilderness and open spaces by maintaining and caring for the urban park tree canopy, 13 lakes and 92 miles of hiking trails.
- RAP oversees Griffith Park and owns and operates Venice Beach, Cabrillo Marine Aquarium, and 12 museums located throughout the city.
- Department objectives include: restoring and enhancing the safety and enjoyment of park patrons; increasing recreational programming; supporting greater park access and equity; supporting the Los Angeles River Revitalization; implementing increased sustainability practices and projects; maximizing private-public partnerships; and, improving customer service.

### **B. PHASE I SURVEY RESULTS**

RAP completed a Phase 1 survey, as summarized below. Field notes were prepared by the consultant team for Y&S facilities operated by RAP for the following site:

- Arroyo Seco Service Yard
- **Yard Type:**  
Maintenance, Service, Maintenance/Service, and Storage Yards
- **Operations:**  
Monday to Sunday, 6:00 AM to 2:30 PM.
- **Departmental Interactions:**  
GSD, BSS, Legacy LA, Los Angeles Conservation Corps, and other City related entities

- **Challenges and Issues:**

- **Present Day:**

RAP reports overcrowding at some of its facilities that currently house multiple crews. Other facilities utilize stationary trailers in the absence of permanent shop facilities. Various facilities utilize portable restrooms as upgrades are needed to the sewer system. RAP advises that many service yards are located within a park with no direct street access, which contributes to various operational inefficiencies. RAP also cites poor lighting and frequent vandalism at many of its facilities.

- **Long term:**

RAP advises that its service yards have reached full capacity and do not have the available space to incorporate additional crews. Due to recent and increasing theft and vandalism, many service yards will require lighting improvements and security camera systems. RAP indicates that many of its existing buildings are outdated and will require upgrades to bring them to functional conditions.

- **Representative Facilities:** The facilities identified by RAP as representative of its overall operations are, as follows:

**Facility 1**

- Name: Central Service Yard
- Location: 3900 Chevy Chase Dr. L.A. 90039
- Characteristics: Maintenance, Service, and Storage; Co-location with GSD, Street Services, and Sanitation.

**Facility 2**

- Name: Arroyo Seco Service Yard
- Location: 6740 Marmion Way L.A. 90042
- Characteristics: Maintenance, Service, and Storage; no co-location at this site.

**Facility 3**

- Name: Northridge Service Yard
- Location: 10421 Tunney Ave.
- Characteristics: Maintenance, Service, and Storage; no co-location at this site.

- **Optimization: Building Operational Facility**

RAP indicates that its facilities cannot accommodate consolidation of other functions due to the lack of building, storage, parking and other maintenance related infrastructure. The department also indicates a concern that any further assignment of new functions to its existing facilities would have adverse impacts to its service delivery response time.

### C. PHASE II SURVEY RESULTS: PART 1 - DEPARTMENT LEVEL

There are currently 37 Y&S facilities operated by RAP, which includes 5 co-located sites that are operated in conjunction with other City departments and other agencies.

#### Service Area

RAP manages two types of facilities: District Service Yards are located in geographical areas; and, Centralized Regional Service Yards are located in centralized geographical areas. RAP indicates that its service areas are not redefined often and some have not been updated in over 25 years.

#### Limitations on Relocation

RAP advises that any relocation of function would need to provide appropriate space availability and accessibility to be feasible. As most sites use, mowers, and other vehicle and heavy equipment, noise is a big factor in the possibility of relocation.

Currently, the Central Service Yard is undergoing a review and conceptual plan to be redesigned for consolidation.

#### Revenue Opportunities

RAP advises there are no identified foreseeable revenue opportunities at this time.

#### Interactions

- Interdepartmental: Interactions with other departments are needed to facilitate RAP operations. GSD utilizes various RAP's Y&S facilities for warehouse supplies, mechanic shops and equipment shops. BSS and Public Works utilizes RAP's Central Service Yard for their paving crew. Both the Los Angeles Police Department (LAPD) and LAFD use RAP shops for fueling and propane. The Los Angeles Zoo services their vehicles at nearby shops and utilizes GSD warehouse in CSY.
- Intradepartmental: RAP indicates a preference for recreation and maintenance operations to be located within close proximity of each other.
- Public Service: Direct actions with the public include Live Scan services for Youth Services/Development, Reservations/Payments, and/or customer service.
- Other: Interactions with other non-City entities take place at RAP Y&S facilities. Youth Services/Development operations include Livescans, aquatic certification and orientation. Reforestation has provided space within RAP's service yard to house trees. RAP also provides meeting room space at its facilities to support various ongoing citywide capital projects.

### D. PHASE II SURVEY RESULTS: PART 2 - INDIVIDUAL SITES

#### Operations

Both District Service yards and Centralized Regional Service Yards are used for storage of maintenance related tools and equipment.

Centralized Service Yards include the following operations:

- Construction
- Maintenance/Landscape Operations
- Emergency Preparedness
- Forestry
- Equipment Analysis
- GSD Warehouse, vehicle and equipment repair
- IT Support
- Public Works, Bureau of Street Services operations
- Recreation
- Recreation, aquatics and golf operations

#### **Service Needs/Upgrades**

RAP indicates that adjustments to the service area for the Central Service Yard and the South Park Service Yard are currently under consideration to promote more efficient operations. RAP indicates that cost efficiencies could be achieved through the installation of solar panels and vehicle charging stations. RAP also indicates the need for additional Y&S facilities to support new park facilities.

#### **Severity of Issues**

RAP indicates that most sites require additional space and also indicates a need for upgrades or replacement of aging facilities. The Department identifies a need to upgrade or add new restroom and locker facilities at multiple sites. Adequate drinking water fountains for staff and visitors are also needed.

RAP advises that most of its sites are utilized to its full capacity and there are no unused areas. A Central Service Yard Master Plan is being prepared per Council Motion by Council District 13 for the site at 3900 Chevy Chase Drive (C.F. 14-0528). Minor issues include insufficient employee parking and office space and exterior size.

RAP identifies security as a priority issue that needs to be addressed through the installation of additional lighting, cameras, and security patrols to address a range of issues.

RAP reports that phone lines, sewage, HVAC and electrical systems also require upgrades at many of many of its facilities. Internet access is needed at many facilities.

#### **Use of Interior Space**

The top three interior uses are office and workspace, equipment storage, and warehouse space, meeting rooms, and break rooms.

#### **Use of Exterior Space**

The most common exterior uses are equipment storage and vehicle storage.

RAP Sites – Overview of Operations											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-located Departments
1	Civic Center District Service Yard	x					x		x		N/A
2	South Park Maintenance District Yard						x	x	x		N/A
3	Hollenbeck Park Service Yard						x	x	x		N/A
4	Banning Maintenance District Service Yard					x	x	x	x		N/A
5	Holmby Park (Formerly Armand Hammer)						x				N/A
6	Algin Sutton Maintenance Service Yard						x	x	x		N/A
7	Elysian District Service Yard		x				x	x	x	Unleaded, Diesel	N/A
8	Palisades Recreation Center/Yard						x				N/A
9	Banning Recreation Center Service Yard						x		x		N/A
10	Lincoln District Service Yard						x	x	x		N/A
11	Westwood Recreation Center						x				N/A
12	Harbor Golf Maintenance Yard	x	x	x			x	x	x	Unleaded, Diesel	GSD

RAP Sites – Overview of Operations (continued)											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-located Departments
13	West Region Headquarters Service Yard				x	x	x		x		N/A
14	MacArthur District Service Yard						x	x	x	N/A	LA Parks Foundation, LA Trees, Griffith Park Traffic and Parking Crew
15	Griffith Observatory Service Yard						x	x	x	N/A	N/A
16	Point Fermin Maintenance District Service Yard						x	x	x	N/A	N/A
17	Cabrillo Marine Aquarium Service Yard						x				N/A
18	Central Service Yard	x	x	x	x	x	x	x	x	Unleaded, Diesel	GSD, BSS
19	Central District Service Yard						x		x		N/A
20	Glen - Alla Park						x				N/A
21	Sycamore Grove Service Yard						x		x		N/A
22	Park Center District Service Yard		x				x	x	x	Unleaded, Diesel	N/A
23	Fern Dell Service Yard						x	x	x	N/A	N/A
24	Rancho Cienega District Service Yard						x	x	x		N/A



RAP Sites – Overview of Operations (continued)											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-located Departments
25	Valley Region HQ/Sepulveda Basin District Service Yard	x	x	x	x	x	x	x	x	Unleaded, Diesel	GSD
26	Del Rey Lagoon						x				N/A
27	Arroyo SECO District Service Yard						x	x	x		N/A
28	Saint Andrews Recreation Center						x				N/A
29	Algin Sutton Maintenance District Service Yard						x	x	x		N/A
30	Northridge District Service Yard					x	x	x	x		N/A
31	Mar Vista Recreation Center						x				N/A
32	North Hollywood District Service Yard						x	x	x		N/A
33	Hansen Dam District Service Yard						x	x	x	N/A	Army Corps of Engineers, of Water and Power
34	Valley Plaza District Service Yard						x	x	x		N/A
35	Valley West District Service Yard			x		x	x	x	x		N/A
36	Ken Malloy Harbor Regional Park						x	x			N/A
37	Pacific Region Headquarters Service Yard		x		x		x	x	x	Gas, Diesel	N/A

### RAP Sites - Use of Space \*

Interior	Count	Exterior	Count
Office/work space	21	Equipment Storage	19
Equipment storage	18	Vehicle Storage	7
Warehouse	5	Plants	5
Recreation	3	Fuel station	5
Locker rooms	1	Recreation	4
Vehicle storage	1	Wash station	3

### RAP Sites - Improvement Requests \*

Type of Requests	Count
Size	24
Wash station w/ clarifier	15
Building structure	13
Data communications	10
Canopies	8
Storage space	7
Restrooms	6
Lighting	6
Paving	4
ADA upgrades	3
Leaf litter	3
Phone lines	3
Sewage	3
HVAC	3
Electrical infrastructure	2
Computers	1
Shade for plants	1
Fuel station	1
Irrigation	1
Water	1

*\* Reflects tally of responses provided for the Phase II Part 2 surveys for individual sites operated by the respective Bureau or Department.*

## **12. LOS ANGELES POLICE DEPARTMENT**

### **A. OVERVIEW OF DEPARTMENT OPERATIONS**

The Los Angeles Police Department's mission is to safeguard the lives and property of the people they serve; reduce the incidence and fear of crime; and enhance public safety while working with diverse communities.

### **B. PHASE I SURVEY RESULTS**

LAPD was not included as part of the Phase I survey.

### **C. PHASE II SURVEY RESULTS: PART 1 - DEPARTMENT LEVEL**

There are currently two Y&S facilities operated by LAPD.

#### **Service Area**

The current service area for the LAPD is as follows:

- Central Garage: vehicle builds/salvage operations/body shop and Emergency Services Division
- Central Facilities: Central Area/Metropolitan Division
- Central Bureau: Newton, Hollenbeck, Northeast, Rampart
- South Bureau: 77<sup>th</sup> Street, Harbor, Southeast, Southwest
- Valley Bureau: Van Nuys, Devonshire, EVOC, Foothill, Mission, North Hollywood, Topanga, West Valley
- West Bureau: Wilshire, Hollywood, Olympic, Pacific, West Los Angeles

The service areas are redefined whenever a new area is established. The service area boundaries are based on the needs of each LAPD Bureau and the geographic areas within each Bureau.

#### **Limitations on Relocation**

The Motor Transport Division (MTD) is required to maintain a Continuity of Operation Plan (COOP) which entails relocation to another operating facility when needed. However, relocation is difficult due to limited automotive bays at Y&S facilities. One function that may be combined with other City departments is the operation of car washes for large trucks. LAPD currently does not have the capacity to perform washes for large trucks.

#### **Revenue Opportunities**

Although MTD does not generate revenue, operations help recapture revenue from vehicles that are damaged or involved in traffic collisions. LAPD indicates that potential opportunities exist from working with automotive technology companies, particularly in producing patents on components.

### **Interactions**

- **Intradepartmental**: MTD works with all LAPD divisions such as the LAPD Patrol and Traffic Division.
- **Interdepartmental**: MTD relies on GSD for fuel operations as well as the sale of salvaged vehicles.
- **Public Service**: MTD Y&S functions transport out-of-service vehicles on public streets.
- **Other**: In emergencies MTD work with other government entities to provide services to geographical areas. In some cases body work or electronics related work is contracted out. The Department also works with various automotive manufacturers and technology companies

## **D. PHASE II SURVEY RESULTS: PART 2 - INDIVIDUAL SITES**

### **Service Needs/Upgrades**

LAPD reports that both facilities are in need of electrical updates; with both the Piper Tech and Central Facilities currently at maximum electrical capacity.

The Department informs that as the size of the workforce increases, the size of the fleet increases which impacts operations. Newer equipment may help time efficiency as it would reduce the time spent on fixing equipment breakdowns.

### **Severity of Issues**

LAPD's Y&S facilities have severe utility issues as both facilities are at maximum electrical capacity, which prevents any new system or equipment integration. LAPD indicates that Piper Tech is in need of rewiring for their generator and there are insufficient parking spaces at both facilities.

### **Use of Interior Space**

Interior spaces are primarily used for maintenance and repair of LAPD vehicles.

### **Use of Exterior Space**

Exterior spaces at Piper Tech are used for evidence collection and storage of salvaged vehicles.

LAPD Sites – Overview of Operations											
	Site Name	Vehicle/Equipment Maintenance or Repair	Fuel Station	Vehicle Wash Station	Trade and Fabrication Shops	Warehouse	Storage Yard	Training Activities	Administrative Functions	Fuel Type	Co-located Departments
1	Piper Tech	x				x	x		x		N/A
2	Central Facilities	x	x	x		x	x		x	Unleaded, Diesel	LAPD Patrol and Traffic Division

### LAPD Sites - Use of Space \*

Interior	Count	Exterior	Count
Maintenance and Repair	2	Parking	2
Police Station	1	Storage / Evidence collection	1

### LAPD Sites – Improvement Requests \*

Type of Requests	Count
Electrical	2
Solar Canopy	2
Ventilation	1
Lighting	1
Painting	1

*\* Reflects tally of responses provided for the Phase II Part 2 surveys for individual sites operated by the respective Bureau or Department*

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