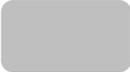


# NEIGHBORHOOD COUNCIL PRESENTATION 3/27/2018

CF 17-1311



EVALUATION OF THE STATE OF STREET RELATED INFRASTRUCTURE PROGRAMS IN LOS ANGELES Fall 2017

### *Desired Outcomes:*

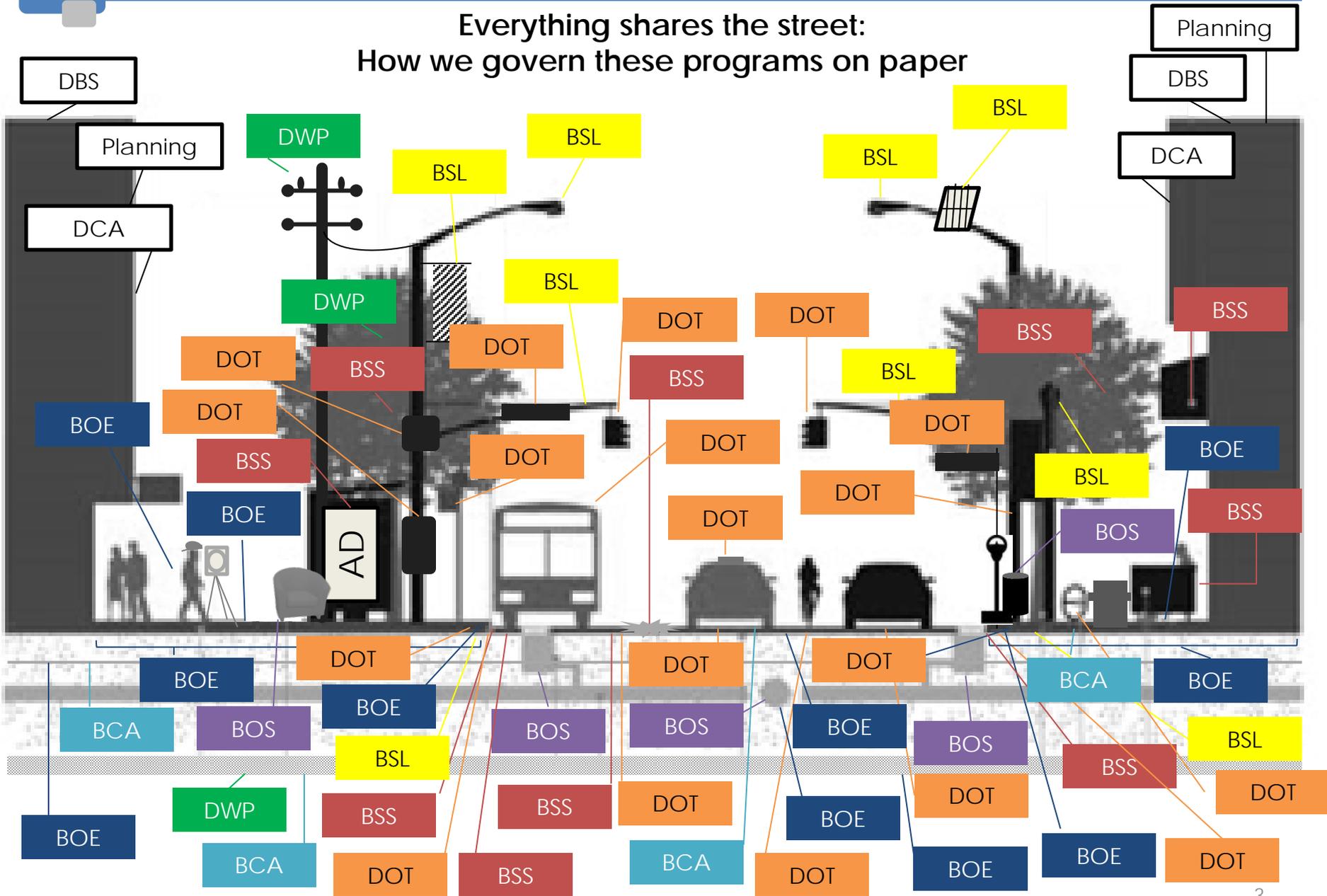
- *Improved coordination* among City departments and external partners will ensure that delivery of Public Works services are delivered in the **most efficient and effective manner**
- *Improved relationship* between residents and their government

### *Project Tasks:*

- *To assess the current state of Public Works activities in the City*
  - *Evaluate options for coordinating services*
- *Develop a long-term plan with specific proposals for improving accountability and service delivery*

# Current State of Street Related Programs and Services

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

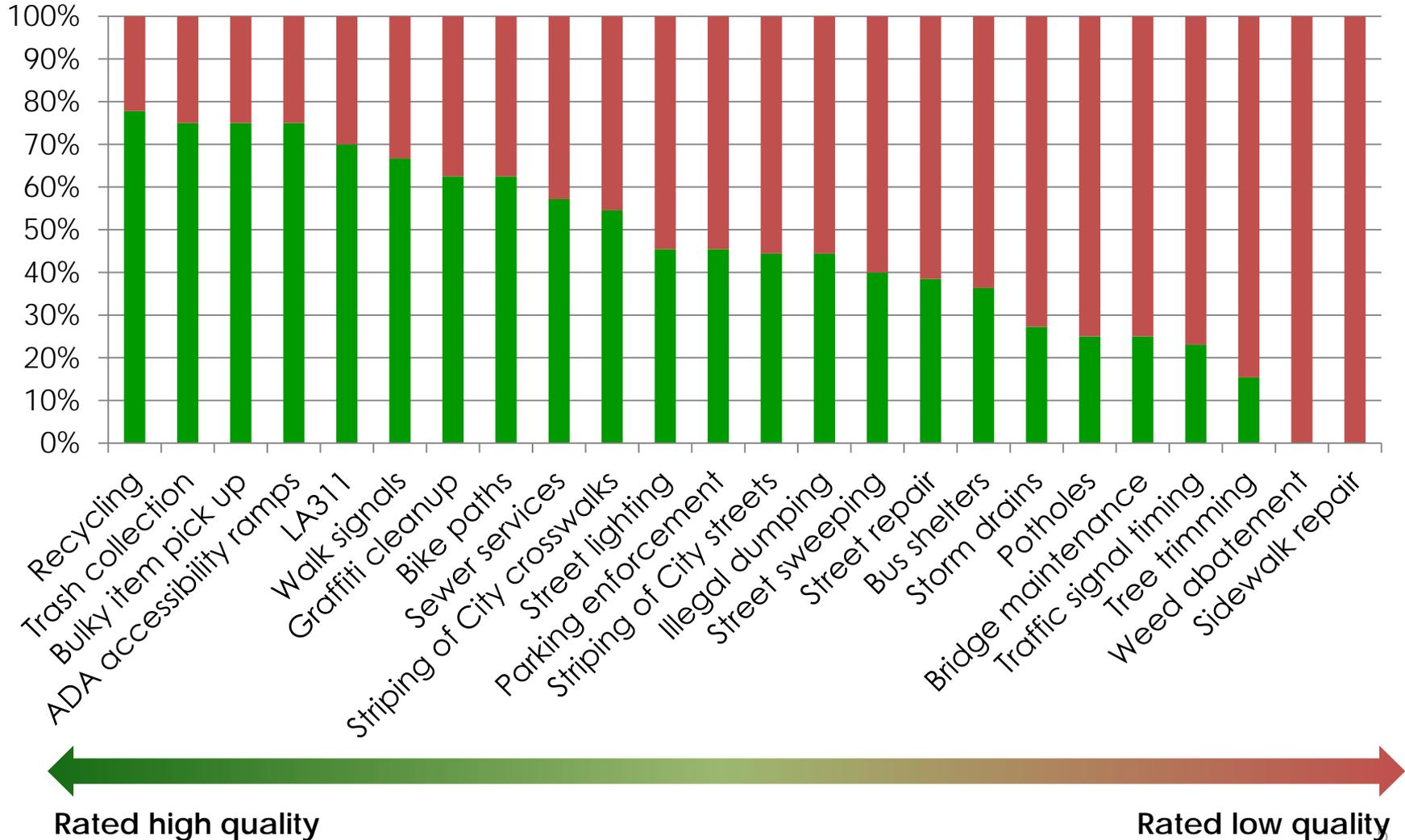


- *400+ qualitative interviews with internal employees and external partners*
- *Site visits/observations of infrastructure programs at work*
- *Attendance at interdepartmental meetings*
- *Internal data analysis*
- *Benchmarking*
- *Interdepartmental problem solving lab*

# Research - End User Surveys, Constituents

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

■ 6 AND OVER ■ 5 AND BELOW

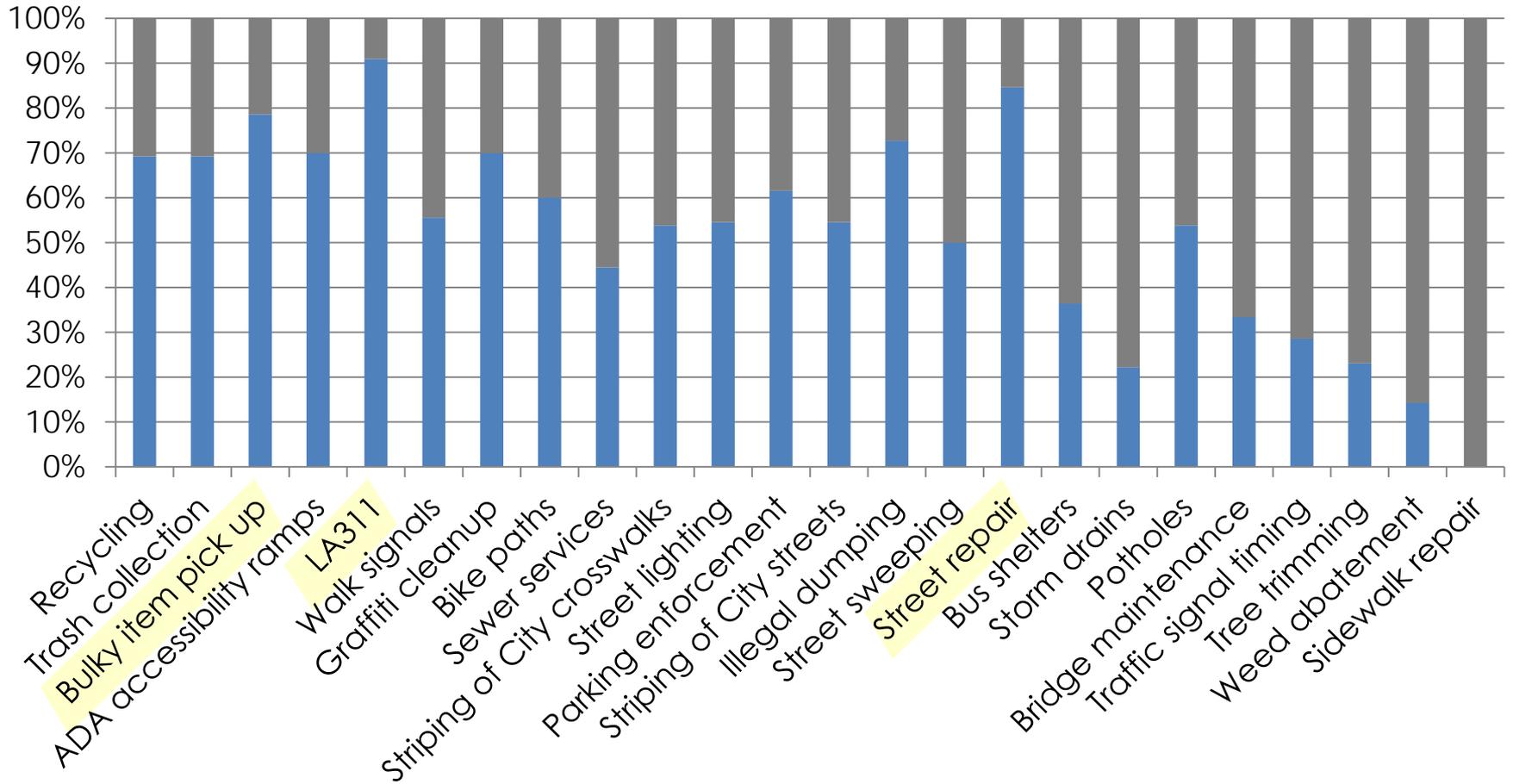


← Rated high quality

→ Rated low quality

### Have these services improved over the past 5 years?

■ Yes ■ No



Most improved services

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

CD1: Tree trimming, sidewalk repair, street striping

CD2: Street repair, street lighting, street sweeping

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

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

CD5: Street lighting, street signs, sidewalk repair

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

CD7: Sidewalk repair, street sweeping, street repair

CD8: Tree trimming, sidewalk repair, street repair

CD9: Sidewalk repair, street repair, tree trimming

CD10: Sidewalk repair, tree trimming, weed abatement

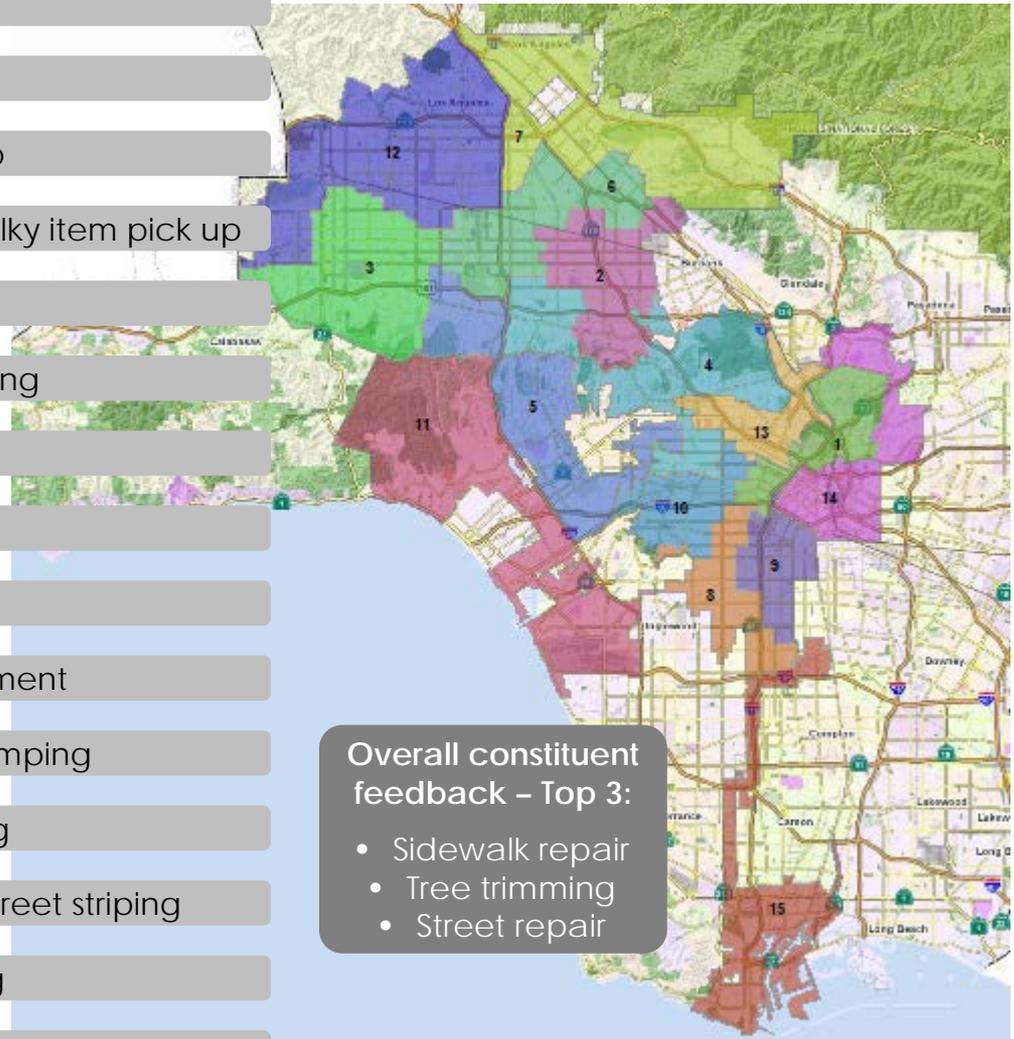
CD11: Sidewalk repair, traffic light timing, illegal dumping

CD12: Parking, traffic enforcement, street sweeping

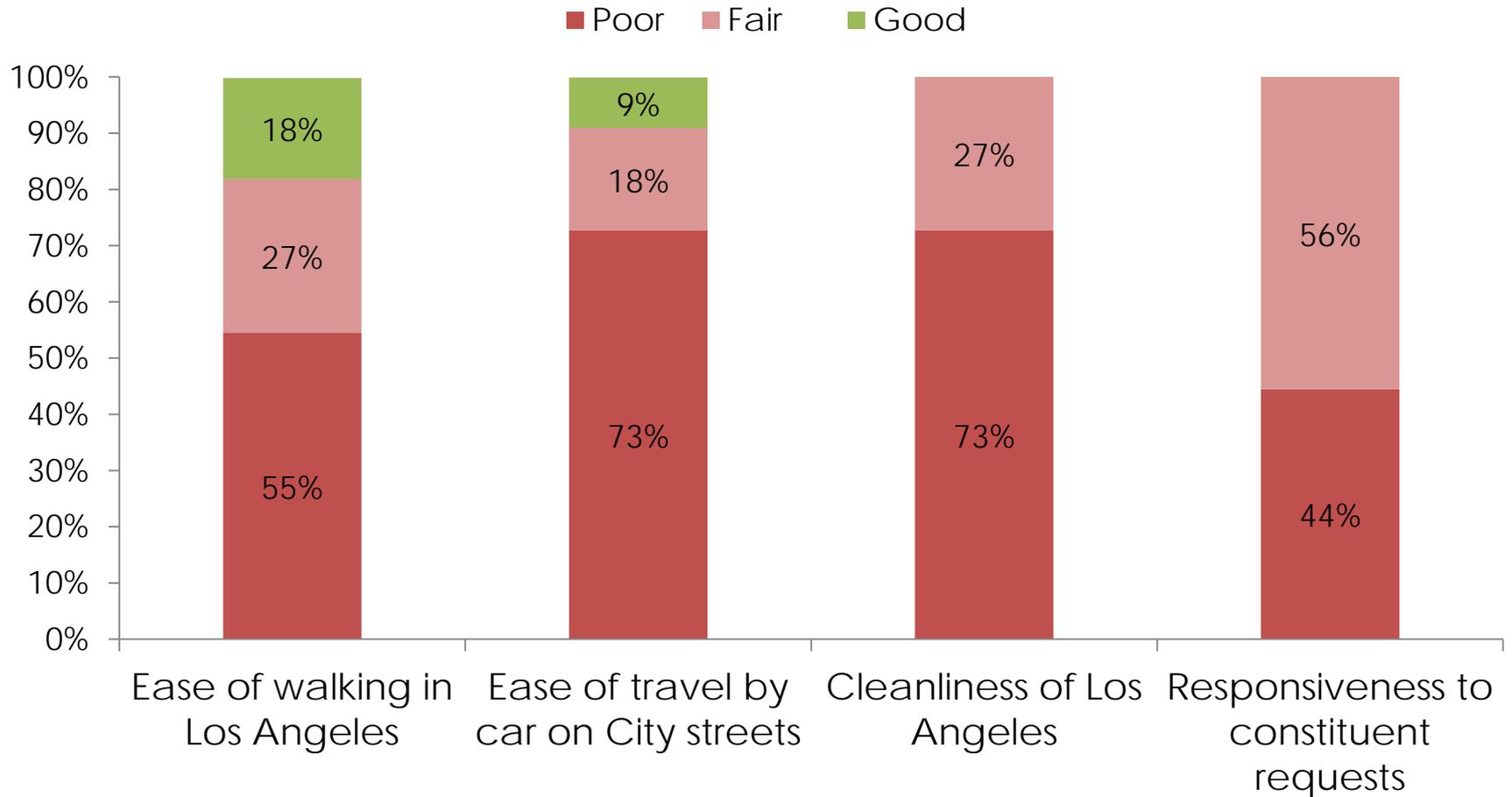
CD13: Street sweeping, homeless encampments, street striping

CD14: Street lighting, tree trimming, illegal dumping

CD15: Sidewalk repair, illegal dumping, street lighting

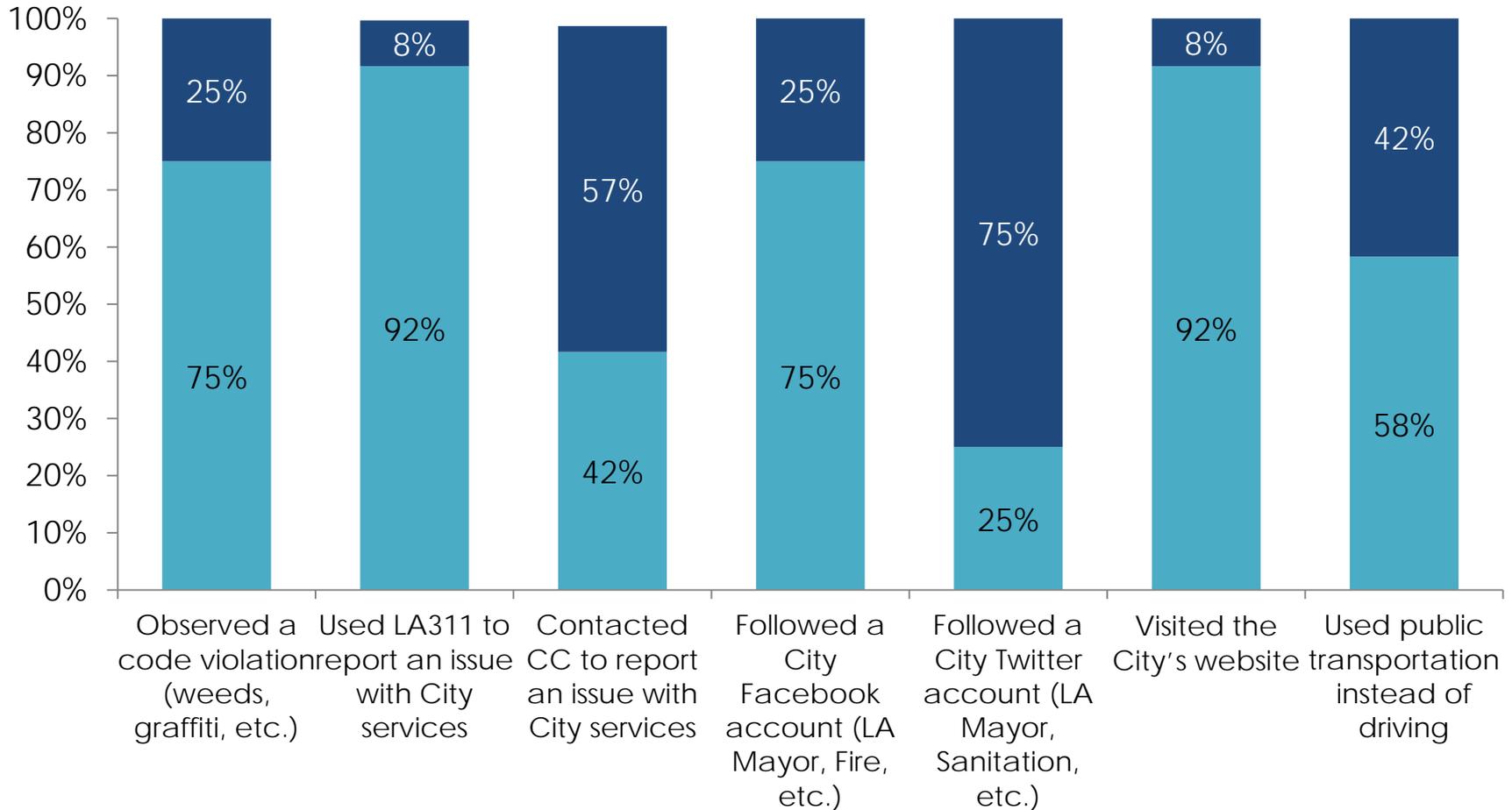


## How would you rate the following aspects of Los Angeles? (4 point scale - Poor, Fair, Good, Excellent)



In the last 6 months, have you done any of these activities:  
(Yes or No)

Yes No



"CC" is City Council offices in the 3rd column

# Data Analysis on Service Needs

## Top 3 Requested Program Improvements from Constituent Surveys

## Top 3 Constituent Requests from LA311

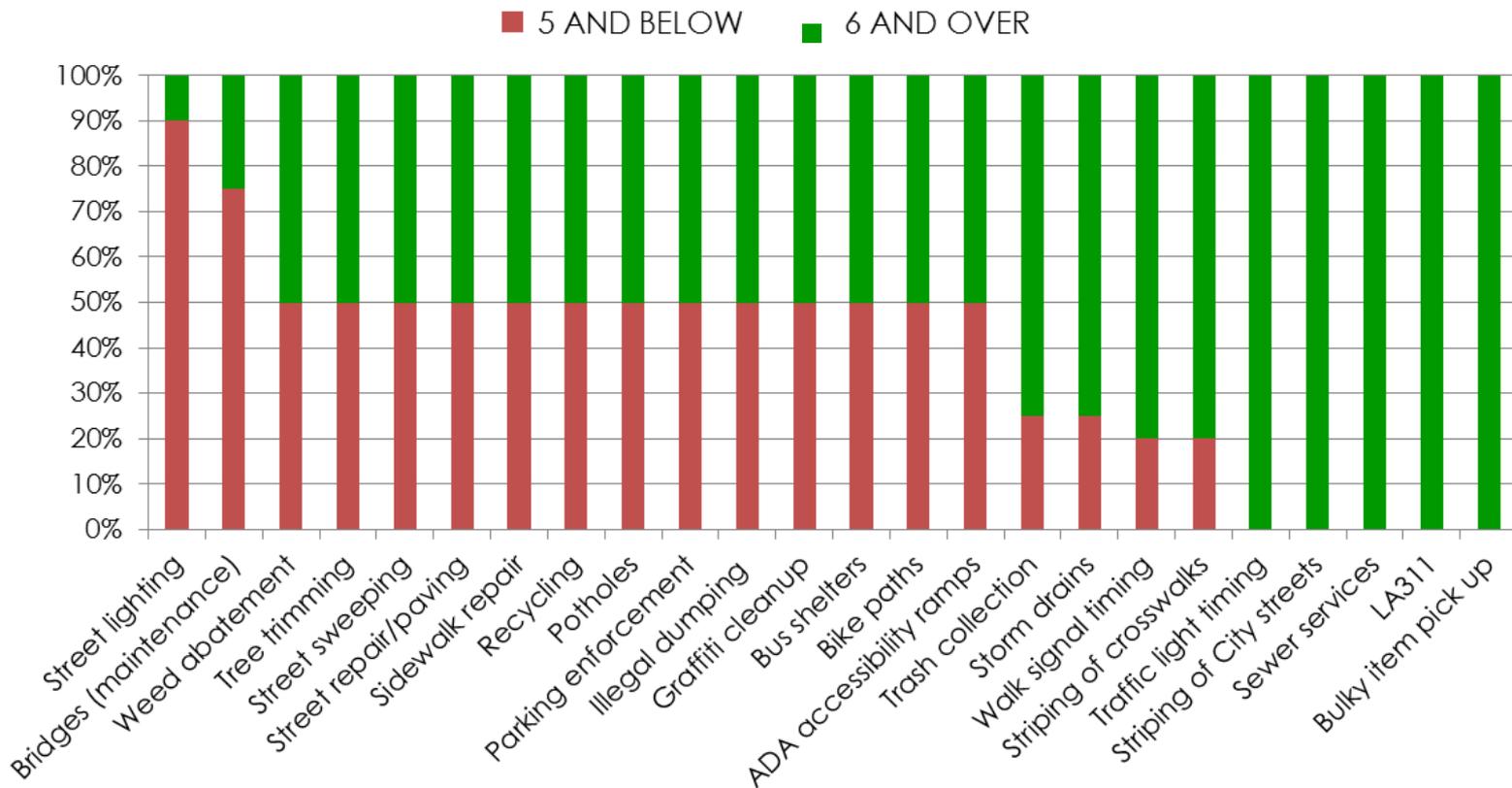
## % of LA311 Total

Top 3 Requested Program Improvements from Constituent Surveys	Top 3 Constituent Requests from LA311	% of LA311 Total
CD1: Tree trimming, sidewalk repair, street striping	Graffiti removal, bulky items, metal/household appliances	86%
CD2: Street repair, street lighting, street sweeping	Bulky items, graffiti removal, metal/household appliances	84%
CD3: Tree trimming, street repair, bulky item pickup	Bulky items, graffiti removal, metal/household appliances	81%
CD4: Street sweeping, homeless encampments, bulky item pick up	Bulky items, graffiti removal, metal/household appliances	80%
CD5: Street lighting, street signs, sidewalk repair	Bulky items, graffiti removal, metal/household appliances	79%
CD6: Street repair, bulky item pick up, illegal dumping	Bulky items, graffiti removal, electronic waste	83%
CD7: Sidewalk repair, street sweeping, street repair	Bulky items, graffiti removal, metal/household appliances	80%
CD8: Tree trimming, sidewalk repair, street repair	Bulky items, graffiti removal, metal/household appliances	83%
CD9: Sidewalk repair, street repair, tree trimming	Graffiti removal, bulky items, metal/household appliances	89%
CD10: Sidewalk repair, tree trimming, weed abatement	Bulky items, graffiti removal, metal/household appliances	85%
CD11: Sidewalk repair, traffic light timing, illegal dumping	Bulky items, graffiti removal, metal/household appliances	81%
CD12: Parking, traffic enforcement, street sweeping	Bulky items, graffiti removal, metal/household appliances	82%
CD13: Street sweeping, homeless encampments, street striping	Bulky items, graffiti removal, metal/household appliances	87%
CD14: Street lighting, tree trimming, illegal dumping	Graffiti removal, bulky items, metal/household appliances	85%
CD15: Sidewalk repair, illegal dumping, street lighting	Bulky items, graffiti removal, metal/household appliances	81%
<b>OVERALL: SIDEWALK REPAIR, TREE TRIMMING, STREET REPAIR</b>	<b>Bulky items, graffiti removal, metal/household appliances</b>	<b>81%</b>

# Research - End User Surveys, BIDs

BIDs are important partners in maintaining infrastructure in their respective districts. In the City, "a BID is a geographically defined area within the City of Los Angeles, in which services, activities and programs are paid for through a special assessment which is charged to all members within the district in order to equitably distribute the benefits received and the costs incurred to provide the agreed-upon services, activities and programs."<sup>72</sup> These services can range from supplemental trash collection to tree trimming services. There are currently 41 BIDs in the City and the survey had a 60% response rate.

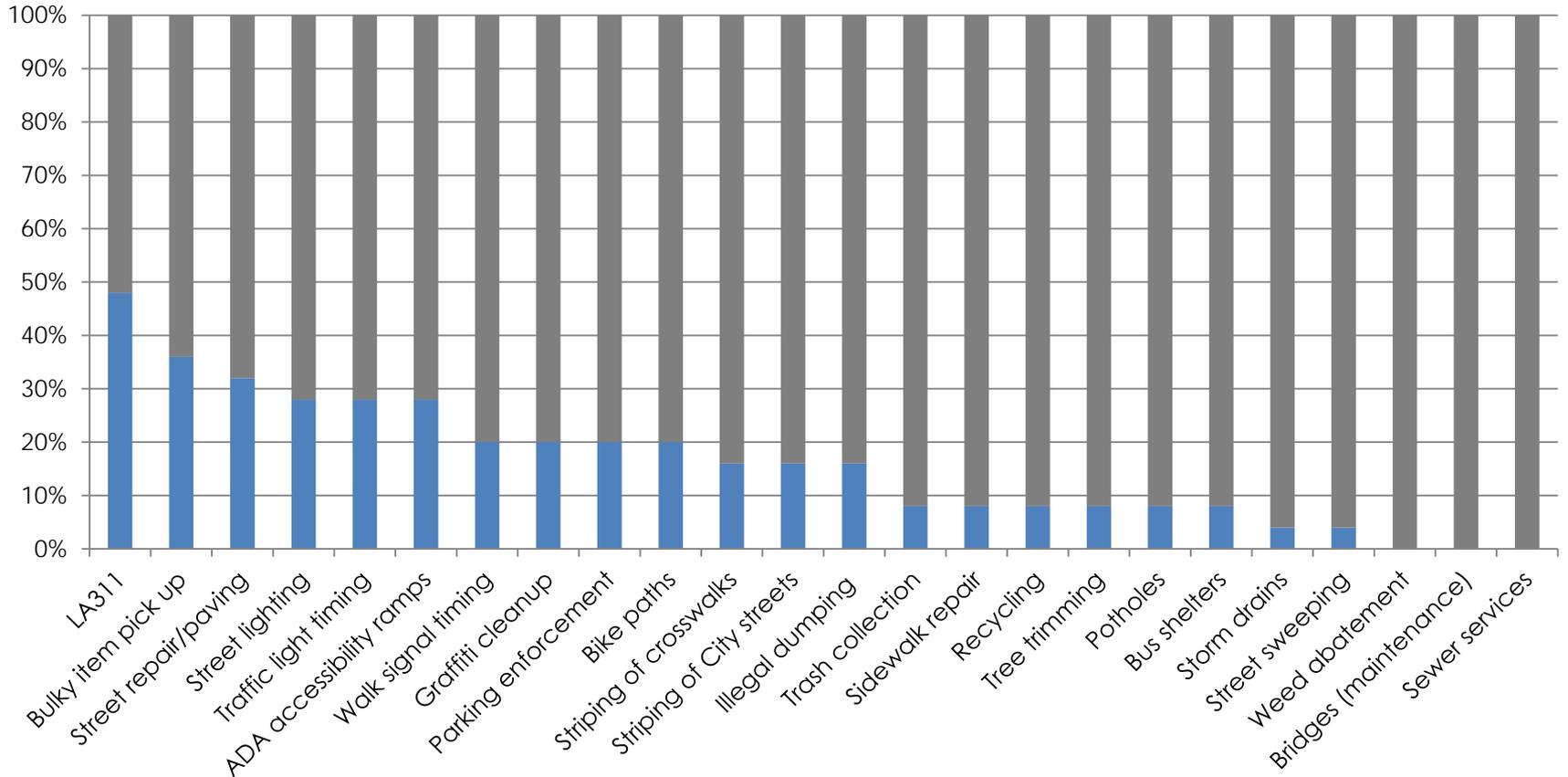
**Please rate the quality of the following services on a scale of 1 to 10  
(1 = low, 10 = high):**



<sup>72</sup> <http://clerk.lacity.org/business-improvement-districts/what-business-improvement-district>

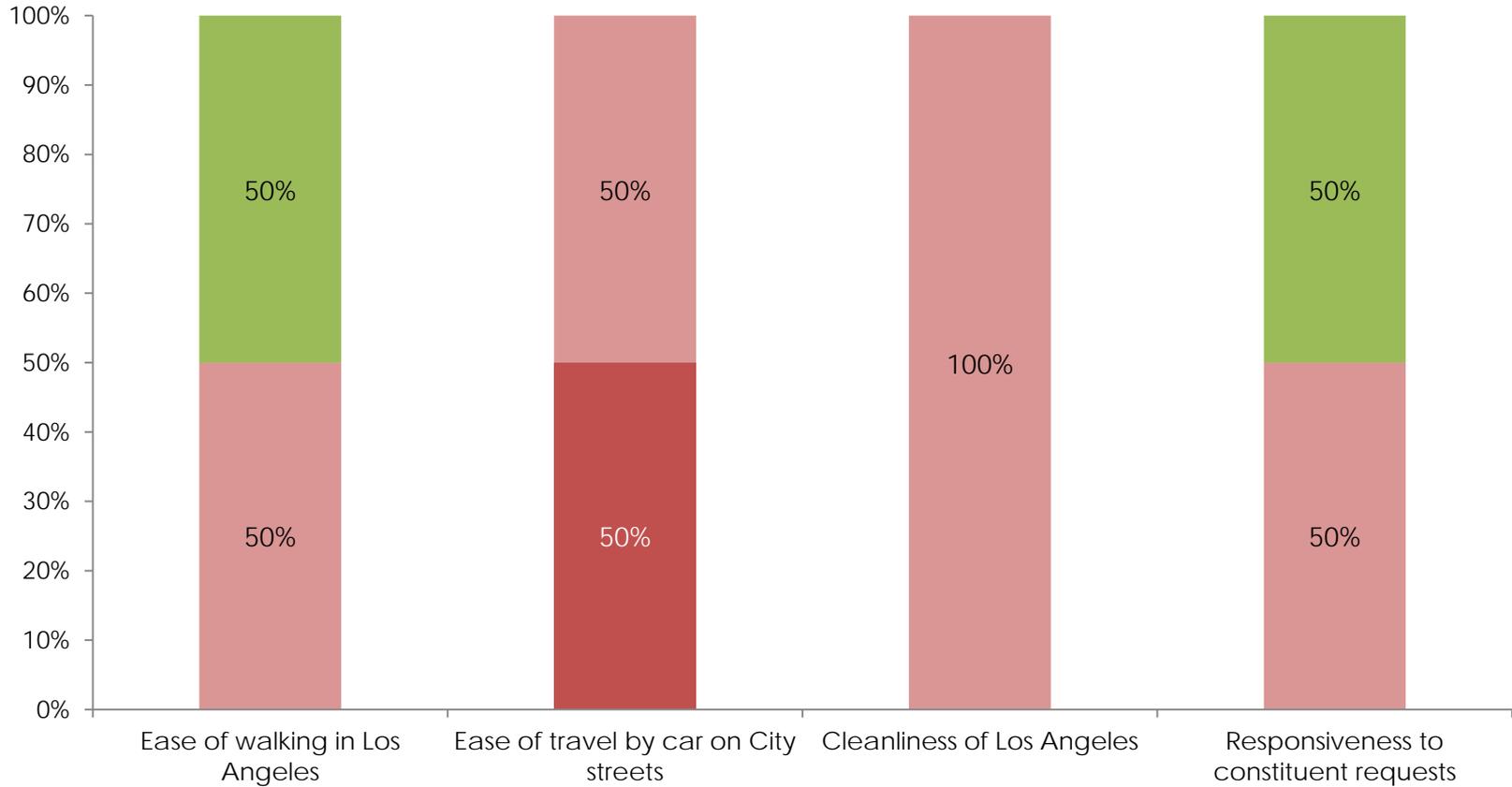
## Have these services improved over the past 5 years?

■ Yes ■ No



### How would you rate the following aspects of Los Angeles? (4 point scale - Poor, Fair, Good, Excellent)

■ Poor ■ Fair ■ Good



## In the last 6 months, have you done any of these activities: (Yes or No)

■ Yes ■ No



"CC" is City Council offices in the 3rd column

# Key Barriers to Performance

Themes consistently cited as barriers to performance across research groups

## Lack of Alignment:

Need to address decentralized governance of infrastructure programs and differing goals which can unintentionally impact service delivery to our residents

## Lack of Customer Centricity:

Need to build stronger relationships with our constituents by putting the customer first

## Lack of Communication:

Need to break down siloes between divisions, Bureaus and departments and share relevant information across groups in a timely manner

## Lack of Data & Technology:

Need better data collection, data sharing and usage, integrated with technology solutions where appropriate, to manage programs

## Lack of Coordination:

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

## Lack of Planning:

Need better planning using a strategic, outcomes based approach that spans all street related programs

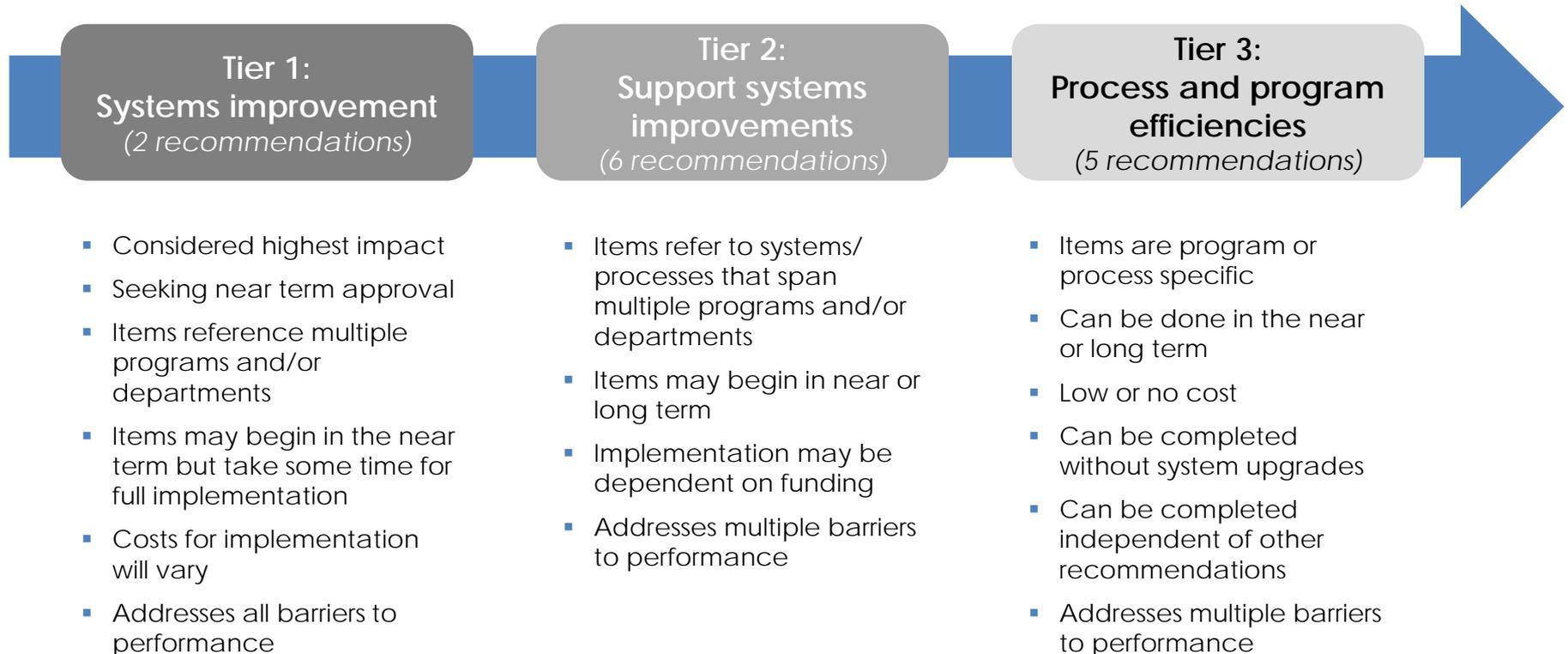
# Organization for Report Recommendations

## Priority Criteria for Selection of Recommendations

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

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

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



# Executive Summary

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

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

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

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

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

## Key Recommendations:

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

### Tier 1: Improvements to the City's Infrastructure Delivery Ecosystem

- 1.1: Improve coordination, strengthen overall alignment, optimize synchronization of street related programs, and enhance service delivery for constituents by bringing all transportation programs into the Department of Public Works to make the Board of Public Works the single oversight authority for all activities over, on and under the street for Council controlled departments
- 1.2: Address the lack of proactive strategic planning, comprehensive project management, data analyses, and interdepartmental program goals by creating an Office of Infrastructure Management that will serve as the citywide lead on all street related infrastructure programs to drive cross functional performance improvements

## Tier 2: Improvements to Infrastructure Support Systems

- 2.1: Strengthen oversight over underground activities, optimize time-related street activities, strengthen City paving plans, preserve City street investments, and provide transparency to City partners, utility providers and the public by converting utility coordination from a manual process to an electronic system
- 2.2: Address lack of asset data, timing of maintenance activities, selection of appropriate preventative and deferred maintenance lifecycle activities and scheduling for asset upgrades by prioritizing strategic asset management activities across asset classes
- 2.3: Resolve consistent customer issues with closed status messaging, streamline intake process and ease of use, and provide better transparency tools by making enhancements to the LA311 CRM system
- 2.4: Preserve taxpayer investments in the City's street network by updating policies affecting street protections that could include establishment of a moratorium for newly reconstructed streets and a new Concrete Street Damage Restoration Fee
- 2.5: Establish guidelines for large, critical infrastructure investments by reinstating a Citywide Capital Improvement Plan
- 2.6: Bolster proper oversight and ensure best allocation of resources to prevent multiple agencies tending to the same asset by clarifying Bureau and department roles in overlapping programs

## Tier 3: Improvements to Specific Infrastructure Programs

- 3.1: Strengthen the city's overall street network by updating the methodology for resurfacing and slurry seal programs to employ factors beyond the PCI score to prioritize paving and maintenance projects
- 3.2: Support succession planning, skills development, effective program management and best in class customer service by encouraging knowledge transfer and cross-pollination of process expertise across Bureaus/departments and offering regular training regimens to employees and leaders
- 3.3: Promote transparency with utility partners and the public by posting the entire projected annual resurfacing plan online with monthly updates of work completion in a user friendly format
- 3.4: Support timely and quality project delivery within Department of Public Works by streamlining contract processing time and strengthening contract language to consistently include performance metrics
- 3.5: Improve quality trench work by supporting permittees in assessing the performance of their subcontractors, educating them on city standards, non-compliant work and timeliness of repairs as indicated on the permit

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