



PLANNING AND LAND USE MANAGEMENT COMMITTEE



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CITY OF LOS ANGELES,
CALIFORNIA



GRANADA HILLS NORTH
NEIGHBORHOOD COUNCIL

Agenda

Wednesday, May 23, 2018, 6:30 P.M.

11139 Woodley Avenue

Granada Hills, California 91344

(Agenda is posted for public review at the GHNNC Office)

Any Agenda Item May Lead to a Motion

Notice: *Out of an abundance of caution due to the possible attendance and participation of Board members that are not members of the Committee, this agenda is noticed as a Joint Meeting of the Committee and the Board in adherence to the State's Brown Act.*

Time Specific Agenda Item for 7:30P.M. See 4(f)

1. **Call to Order & Roll Call.**
2. **Public Comment on Non-Agenda Items.**
3. **Continuing Business:**
 - a. PlanCheck update and volunteer to attend the next PlanCheck Meeting.
 - b. Discussion and possible adoption of report and recommendation regarding homeless housing in the GHNNC area. A Draft of the full report will be available to review at the Committee Meeting, and the proposed language for the Committee recommendation is:

Under the current conditions in the Granada Hills North Neighborhood Council Area, the Granada Hills North Neighborhood Council cannot identify any location that would be suitable for homeless housing, and further recommends that no homeless housing be placed within the geographical area of Granada Hills North Neighborhood Council. To the extent that the City, County, and State are able to

Please be advised that the Bylaws of Granada Hills North Neighborhood Council provide a process for reconsideration of actions as well as a grievance procedure. In compliance with Government Code section 54957.5, non-exempt writings that are distributed to a majority or all of the board in advance of a meeting may be viewed at www.ghnnc.org or at the scheduled meeting. In addition, if you would like a copy of any record related to an item on the agenda, please contact us at (818) 923-5592. In compliance with Government Code section 54957.5, non-exempt writings that are distributed to a majority or all members of the Board in advance of a meeting, may be viewed at the Neighborhood Council meeting or on the Neighborhood Council website at www.GHNNC.org. Si requiere servicios de traduccion, favor de notificar al concejo vecinal 3 días de trabajo (72 horas) antes del evento. Si necesita asistencia con esta notificacion, por favor contacte a GHNNC a 818 923-5592. RECONSIDERATION AND GRIEVANCE. For information on the Process for Reconsideration, stakeholder grievance policy, or any other procedural matter related to this Council, please consult the GHNNC Bylaws by visiting www.GHNNC.org or calling 818 923-5592. Stakeholders may subscribe to the City of Los Angeles Early Notification System (ENS) through the City's website at www.lacity.org to receive notices for GHNNC meetings. Any public comment will be limited to 2 minutes per person, a maximum of 10 people may comment on any listed item, the Chair of the committee may allocate additional time or additional speakers at the Chair's discretion.

AS A COVERED ENTITY UNDER THE AMERICANS WITH DISABILITIES ACT, THE CITY OF LOS ANGELES DOES NOT DISCRIMINATE ON THE BASIS OF DISABILITY AND UPON REQUEST WILL PROVIDE REASONABLE ACCOMMODATION TO ENSURE EQUAL ACCESS TO ITS PROGRAMS, SERVICES, AND ACTIVITIES. SIGN LANGUAGE INTERPRETERS, ASSISTED LISTENING DEVICES, OR OTHER AUXILIARY AIDS AND/OR SERVICES MAY BE PROVIDED UPON REQUEST. TO ENSURE AVAILABILITY OF SERVICES, PLEASE MAKE YOUR REQUEST AT LEAST 3 BUSINESS DAYS (72-HOURS) PRIOR TO THE MEETING BY CONTACTING THE NEIGHBORHOOD COUNCIL PROJECT ADVOCATE AT (213) 978-1551.

Address: 11139 Woodley Avenue
Granada Hills, CA

Telephone: (818) 923-5592

Website: www.GHNNC.org

PLANNING AND LAND USE MANAGEMENT COMMITTEE

CHAIR
Kyle Ellis

MEMBERS

Brian Allen
Wayde Hunter

Bill Hopkins
Ralph Kroy

remove the impediments identified by stakeholders and described in the report, the Neighborhood Council is willing to reassess its recommendation.

- c. Discussion and possible adoption of specific recommendations for street gridlock and traffic volume reduction. Draft recommendations include:

- The City make all reasonable efforts to more quickly build rapid public transit from the communities of Santa Clarita, Palmdale, and Lancaster to the urban centers in Los Angeles, including but not limited to Downtown, Santa Monica, Hollywood, and Woodland Hills.
- The City place additional traffic controls such as 'no left turn' signs along Balboa Boulevard to reduce the numbers of cars entering residential streets during high-traffic hours.
- The City place speed bumps on residential streets in the Granada Hills North Neighborhood Council area.
- The City place rumble strips on Sesnon Boulevard.
- The City meet with the software developers who create driving applications and develop a software modification that reduces the number of cars on residential streets.
- The City conduct research to explore the feasibility and utility of a free, hyper-local public transit service for residents of Granada Hills that would allow them to travel during hours with elevated commuter traffic.

See also the Draft Report "Removing Gridlock on Residential Streets in Granada Hills" (Attachment 1).

4. **New Business:**

- a. Presentation by Sashi Hordagoda of RBCAS, LLC regarding the possible extension of an existing 6 bed 'congregate living health facility' to a 12 bed facility located at 17227 Simonds St., Granada Hills, California 91344. Presently, no permits have been applied for, and they are seeking community input. The developer has submitted the following information:

The existing facility is a residential house that is licensed as a 6-bed congregate living health facility. A congregate living health facility is a residential setting for non-ambulatory patients regardless of age. The patients do not drive and most are bedridden. They are in stable condition and not in terminal condition. **THIS IS NOT A DRUG OR ALCOHOL REHAB FACILITY**, it requires a very specific State license for care, and cannot be changed or transferred to any other kind of use. The patients are vetted by insurance companies before being transferred to a congregate living health facility. The main goal of the facility is to provide patients with a home-like setting as opposed to an institutionalized sterile setting like a hospital.

The current owner is seeking the community's feedback regarding the possibility of expanding the current facility from a 6-bed facility to a 12 bed facility. There will be 2 nurses on a 12-hour shift 24-hours a day. A doctor will make rounds every week. If there is food for a patient it is cooked on site, but most of them are on nutrient IV feed. In addition to expanding the building size, they propose to reinvigorate the frontage with more landscaping and a fence. The garage is to remain as parking for the nurses.

Please note that the guests will only have access to the backyard. This is not a retail site where people can walk-in and drop their loved one off. Visitors must come on site only with an appointment.

- b. Discussion and possible motion regarding City Council's consideration of the County of Los Angeles' *Safe, Clean Water Program*, set to place a property tax increase on the November 2018 ballot for

stormwater/watershed management. Council File No. 18-0384, available at http://clkrep.lacity.org/online/docs/2018/18-0384_mot_05-01-2018.pdf.

- c. Discussion and possible motion regarding the City Council's proposed ordinance which would require all gated communities to install universal emergency access systems and to give the Los Angeles Police Department and LAFD the ability to automatically open gates of gated communities with their radios or through other automated means instead of relying on key codes or on-site security. Council File No. 16-0881, available at http://clkrep.lacity.org/online/docs/2016/16-0881_rpt_plum_4-24-18.pdf.
- d. Discussion and possible motion regarding the City Council's motion to review of City-owned properties to determine if the properties are suitable for development to provide shelter, storage, navigation or other beneficial use to address the homelessness crisis. Council File No. 18-0357, available at http://clkrep.lacity.org/online/docs/2018/18-0357_mot_04-20-2018.pdf.
- e. Discussion and possible motion regarding the City Council's proposed ordinance to regulate Accessory Dwelling Units in accordance with state law. Council File No. 16-1468, available at http://clkrep.lacity.org/online/docs/2016/16-1468_misc_05-11-2018.pdf.
- f. [**Scheduled for 7:30P.M.**] Presentation by Laila Alequresh, Executive Advisor for the Office of CAO regarding City infrastructure, programs to identify areas for improvement, increase service delivery and enhance customer service for our constituents. Presentation of results of the November 21, 2017, report, available at: http://clkrep.lacity.org/online/docs/2017/17-1311_rpt_CAO_11-21-17.pdf (Attachment 2).

5. **Committee Member Comments on Non-Agenda Items.**

6. **Adjournment.**

Attachment 1

Removing Gridlock on Residential Streets in Granada Hills

By the Granada Hills North Neighborhood Council Planning and Land Use Management Committee

Dated May 23, 2018



Image Credit: Palo Alto Online¹

The Problem

Into the already problematic situation of increased numbers of cars on City roads, increased population, and lack of viable public transportation options, new transit applications have made it possible for frustrated drivers to make their commutes slightly faster by avoiding the impacted freeways and driving through residential streets. Although the time saving is minimal, the people engaged in this type of activity still view it as preferable to experiencing the exact same (or slightly worse) gridlock on freeways. Unfortunately, the gridlock on local streets creates a significant detriment to the people living in those communities, where residents no longer have easy access to local amenities, emergency services take longer to respond, and frustrated commuters imperil children, the elderly, and other residents by driving dangerously in their pursuit of a faster commute.

¹ From the December 16, 2016, article by Sue Dremann “Gridlock frustrates local drivers and residents,” available at: <https://www.paloaltoonline.com/news/2016/12/16/gridlock-frustrates-local-drivers-and-residents>

DRAFT – NOT APPROVED

Suggested Solutions

Long Term – The only identifiable long-term solution is to develop a regional transportation system that takes large numbers of commuters off the road, making freeways the best option for car transit. The type of capital construction needed to move the 10 million residents of Los Angeles County will not be able to affect any change in the short run, and so different solutions are necessary to measurably impact the problem while we wait for the MTA to figure out what projects need to be constructed and perform the construction. Even with these significant impediments:

Granada Hills North Neighborhood Council recommends that the City take all reasonable actions to design, build, and begin operations for rapid public transit projects serving to link Santa Clarita, Lancaster, and Palmdale with urban centers in Los Angeles.

Short Term – Additionally, Granada Hills North Neighborhood Council has identified several possible actions the City could take now to mitigate the issue of our neighborhood streets being used as replacements for the impacted highways in the short term:

First. (Traffic Controls) – Placing no turn signs that prohibit left-hand turns into neighborhood streets from Balboa Boulevard during periods of high use and reducing the amount of cars able to enter neighborhood streets through the timing of traffic signals.

Second. (Physical Barriers) – The City should also make driving through residential neighborhoods less enticing for commuters through the placement of physical barriers. Granada Hills North Neighborhood Council recommends that the City place speed bumps in the internal neighborhood streets and rumble strips along Balboa and Sesnon Boulevards. Additionally, while we acknowledge that bicycle lanes, and dedicated bus lanes (with physical separation between the public roads to prevent cars using the bus lanes) may also play some role in reducing the amount of commuter traffic on the roads, the community has not identified them as improvements that would significantly reduce the commuter traffic on the residential streets.

Third. (App Modification) – The City should meet with the companies developing the applications that route commuter through residential roads and modify the software to help reduce the numbers of people on residential streets.

Fourth. (Public Transit) – The community considers local public transit as the least useful option for resolving the issues of commuter use of residential streets. Nevertheless, hyper-local public transit is another way to look at the problem by reframing it in terms of access issues for local residents & emergency services, and as a possible way to reduce the new hazards presented from the large number of commuter vehicles on residential streets.

By modifying the delivery of transit services to (1) significantly increase the availability of local public transit during rush hour, (2) redesign how transit is delivered on a neighborhood-by-neighborhood basis in order to emphasize access to local services and amenities (i.e. grocery stores and parks), and (3) provide dedicated public

DRAFT – NOT APPROVED

transportation lanes/corridors that can only be used by transit and emergency services in order to guarantee good service.

In theory, if presently impacted roads featured dedicated bus lanes, all buses ran on a 10 minute schedule during the hours of 6AM to 9AM and 4PM to 7PM, and the busses ran in relatively short loops within the neighborhood that emphasized access to local services and amenities, then residents would have a viable option for accessing those services regardless of gridlock. These changes would need to be paired with some type of advertising campaign and possibly free ridership in order to inform and entice people to use the improved system. Additionally, the City could make the free ridership specifically tied to one or two routes that only run internally within the neighborhood, and either make that local service entirely free or free to residents of that neighborhood – fares for travel occurring between neighborhoods or on a regional basis could be increased to make up for this type of program.

Conclusion

In summary, Granada Hills North Neighborhood Council recommends:

- The City make all reasonable efforts to more quickly build rapid public transit from the communities of Santa Clarita, Palmdale, and Lancaster to the urban centers in Los Angeles, including but not limited to Downtown, Santa Monica, Hollywood, and Woodland Hills.
- The City place additional traffic controls such as ‘no left turn’ signs along Balboa Boulevard to reduce the numbers of cars entering residential streets during high-traffic hours.
- The City place speed bumps on residential streets in the Granada Hills North Neighborhood Council area.
- The City place rumble strips on Sesnon Boulevard.
- The City meet with the software developers who create driving applications and develop a software modification that reduces the number of cars on residential streets.
- The City conduct research to explore the feasibility and utility of a free, hyper-local public transit service for residents of Granada Hills that would allow them to travel during hours with elevated commuter traffic.

Attachment 2

NEIGHBORHOOD COUNCIL PRESENTATION

CF 17-1311



LABAVN

Los Angeles Business
Assistance Virtual Network

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

Desired Outcomes:

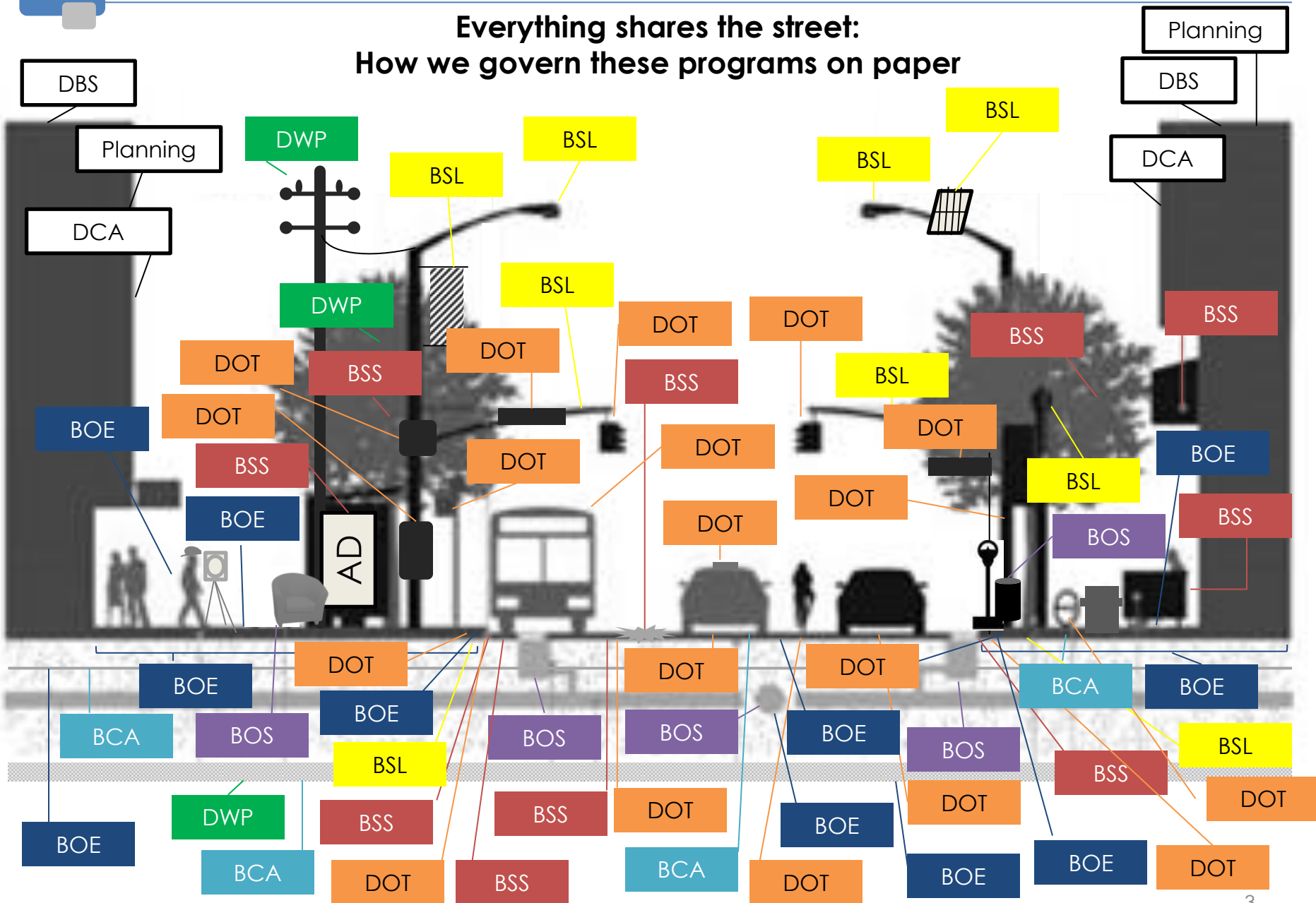
- **Improved coordination** among City departments and external partners will ensure that delivery of Public Works services are delivered in the **most efficient and effective manner**
- **Improved relationship** between residents and their government

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



MULTIPLE OVERSIGHT COMMISSIONS:

WATER AND POWER BOARD

PUBLIC WORKS BOARD

TAXI COMMISSION

TRANSPORTATION COMMISSION

Current State of Street Related Programs and Services



Other City Dept/External Group



Department of Public Works

Department of Transportation

Department of Water and Power

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

Buildings – private development

DBS – plan review

Planning – zoning compliance

BOE – B permit

BCA - inspection

BSS – tree review

DOT – traffic plan review

Private firms

Under the street programs

BCA - inspection

BSS – utility coordination

BOS – sewer lines

BOE – stormwater design

DWP – water lines

BOE – sewer design

DOT – traffic plan review

Private firms

Adjacent to the street programs

BOE – ADA ramp design

DOT – parking meters

BSL – street light control box

BOS – trash collection

DOT – parking signs

BSS – tree trimming

DOT – ATSAC traffic control box

BOE - surveying

BSS – ADA ramps

DWP – tree trimming

BOS – illegal dumping

BCA - inspection

BSL – EV charging

DOT – tree trimming

BSS – sidewalks

BSL - banners

DWP – EV charging

Metro – tree trimming

BOE – sidewalk design

DOT – bike racks

GSD – EV charging

BOS – bulky item

DWP – electricity pole

BSS - trees

BOS - recycling

BSS – sidewalk vending

BSL – light poles

BOS – homeless encampment cleanups

DOT – traffic light

BSL – street light

DOT – street signs

LAPD – homeless encampments

BSL – decorative lights

BOE – permits

BSS – bus bench

DOT – walk signals

In the street programs

BSS – bus pads

DOT - parking

BSS – street sweeping

DOT – ATSAC sensors

DOT - DASH

BOE – U permits

DOT – taxi/carshare

BSS – curb and gutter

BOS – storm drains

BSS – special event permits

BOE – reconstructed streets

DOT – striping

DOT – crosswalk

BCA - inspection

BSS – reconstructed streets

BSL – light pole arms

BSS - pavement

DOT – bike lanes

BOS – sewer holes

DOT – traffic planning

BOE – surveying

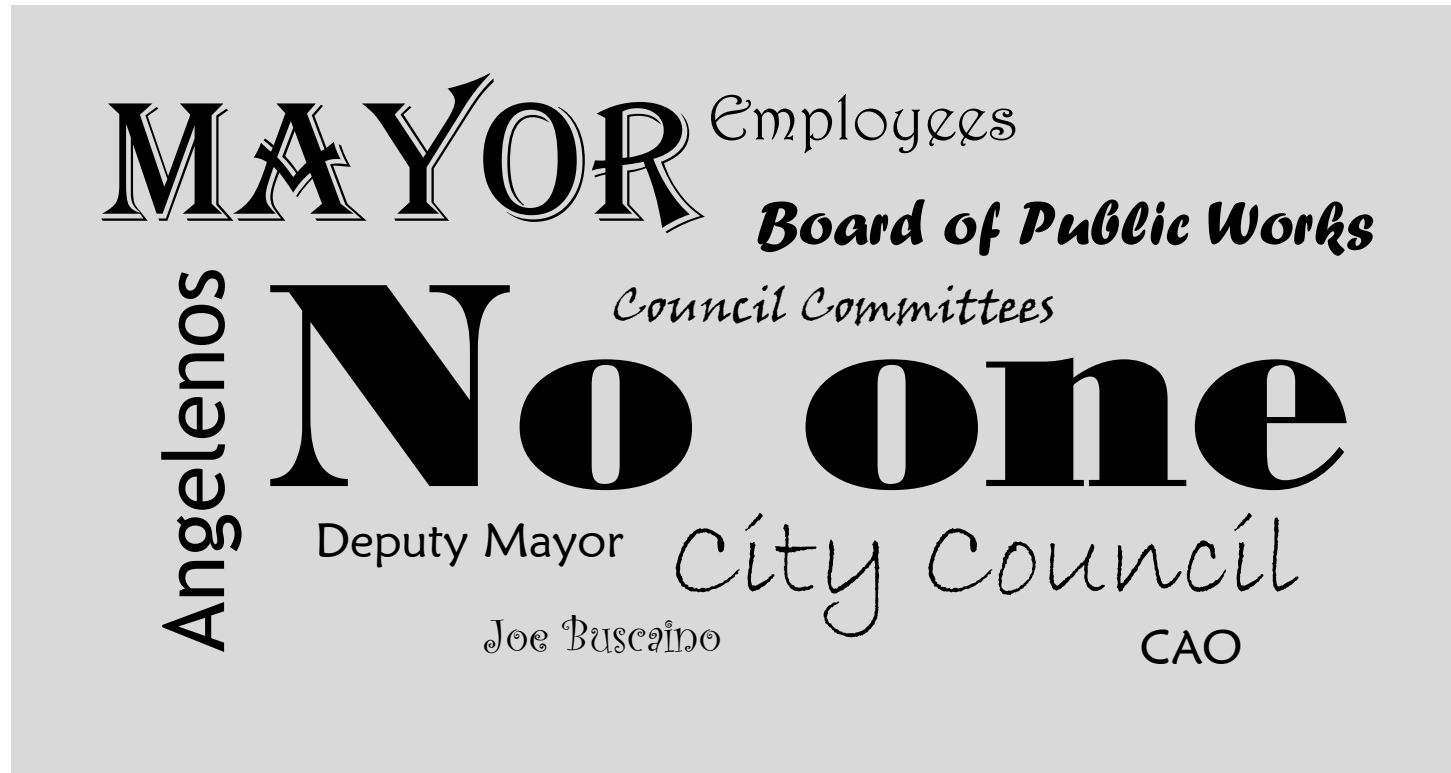
BSS - potholes

DOT – traffic officers

BSS - medians

Who is in Charge of Infrastructure and Related Programs in the City?

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

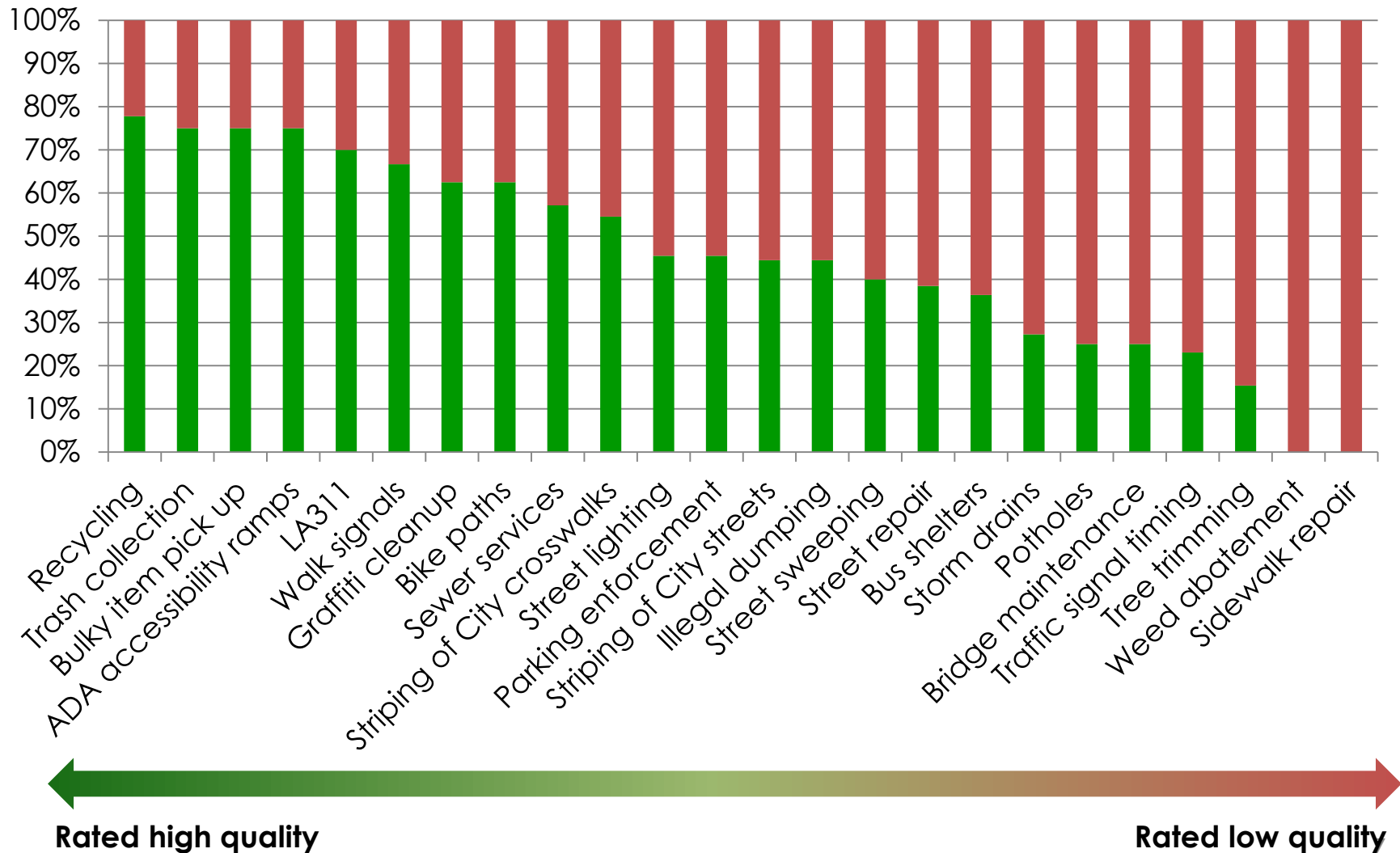


- *400+ qualitative interviews with internal employees and external partners*
- *Site visits/observations of infrastructure programs at work*
- *Attendance at interdepartmental meetings*
- *Internal data analysis*
- *Benchmarking with top 25 cities*
- *Interdepartmental problem solving lab*
- *End user surveys*

Research - End User Surveys, Constituents

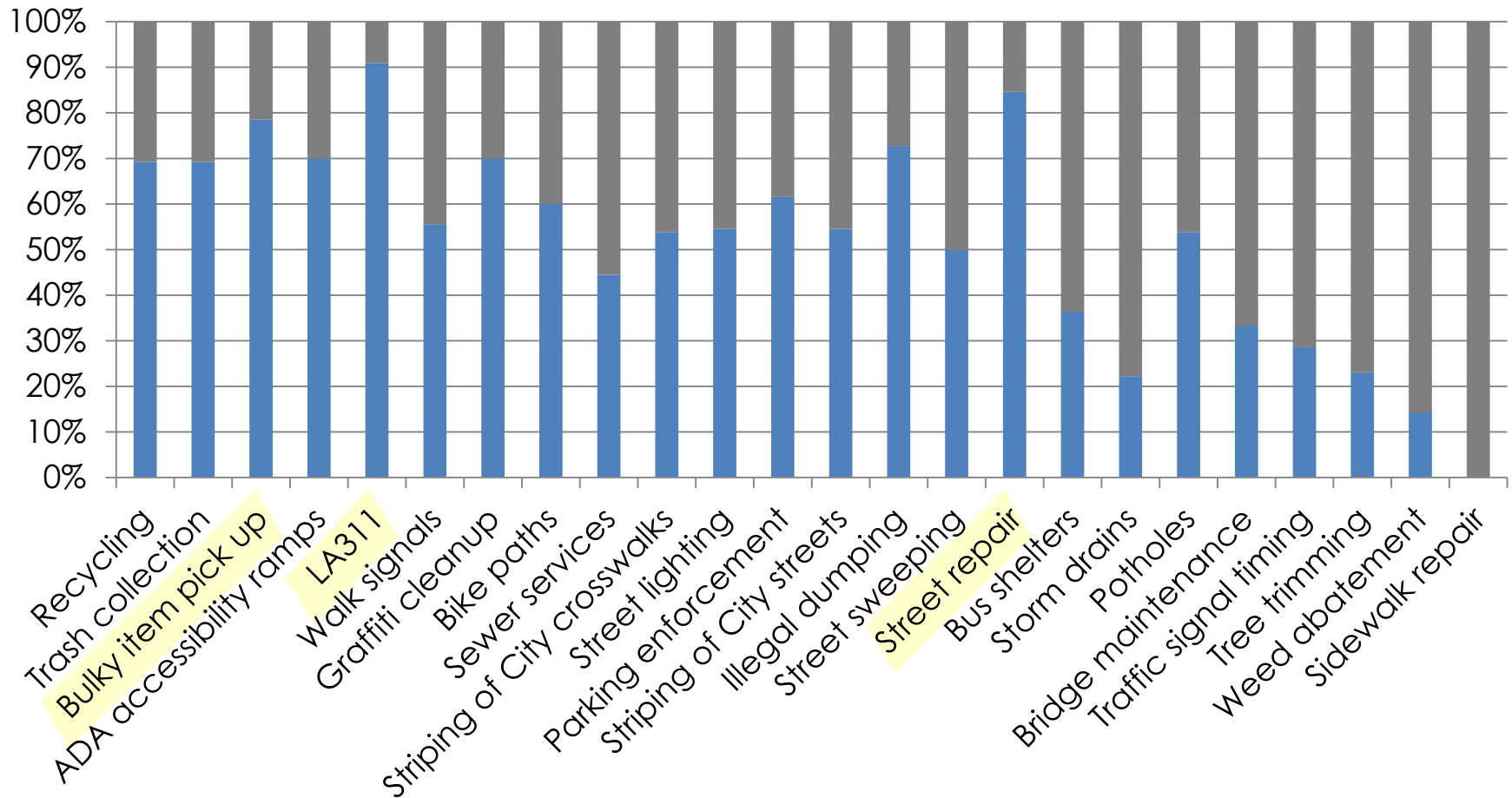
Please rate the quality of the following services on a scale of 1 to 10
(1 = low, 10 = high):

■ 6 AND OVER ■ 5 AND BELOW



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

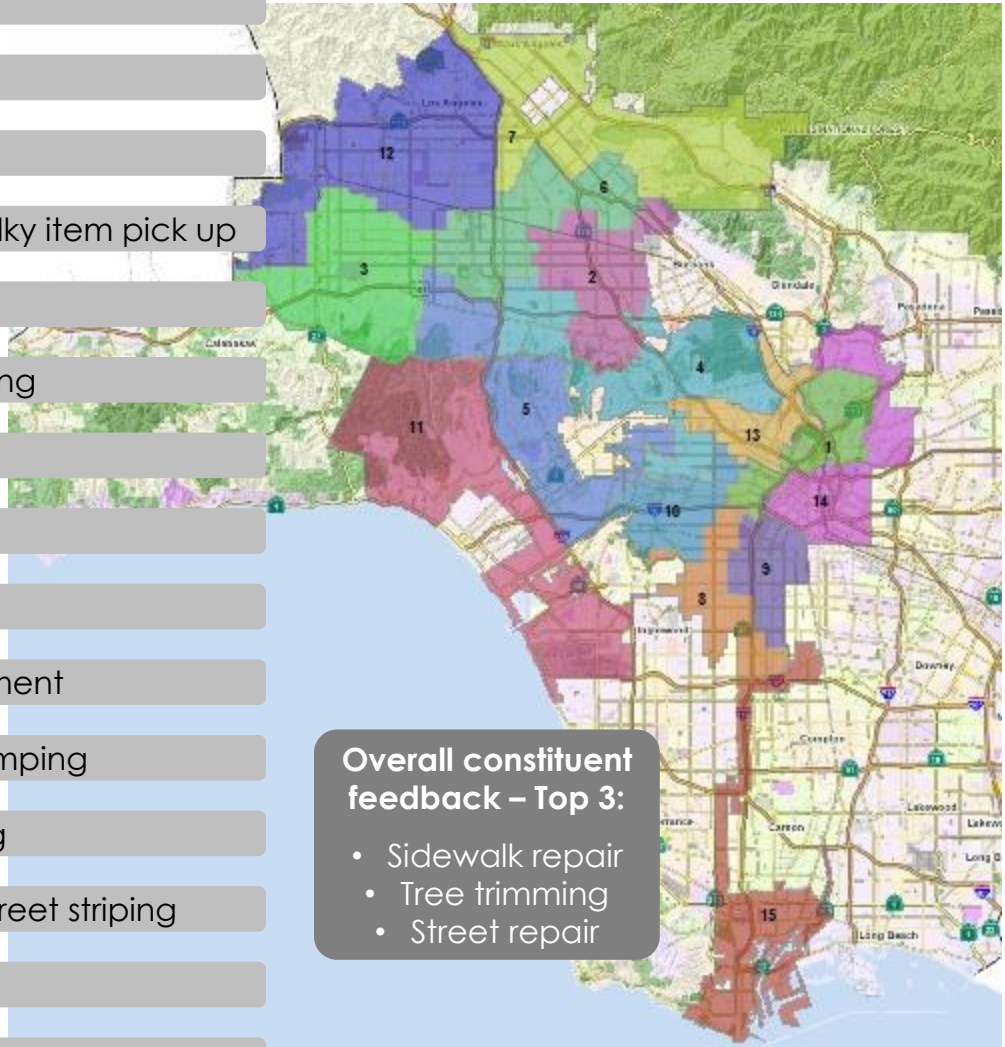
CD11: Sidewalk repair, traffic light timing, illegal dumping

CD12: Parking, traffic enforcement, street sweeping

CD13: Street sweeping, homeless encampments, street striping

CD14: Street lighting, tree trimming, illegal dumping

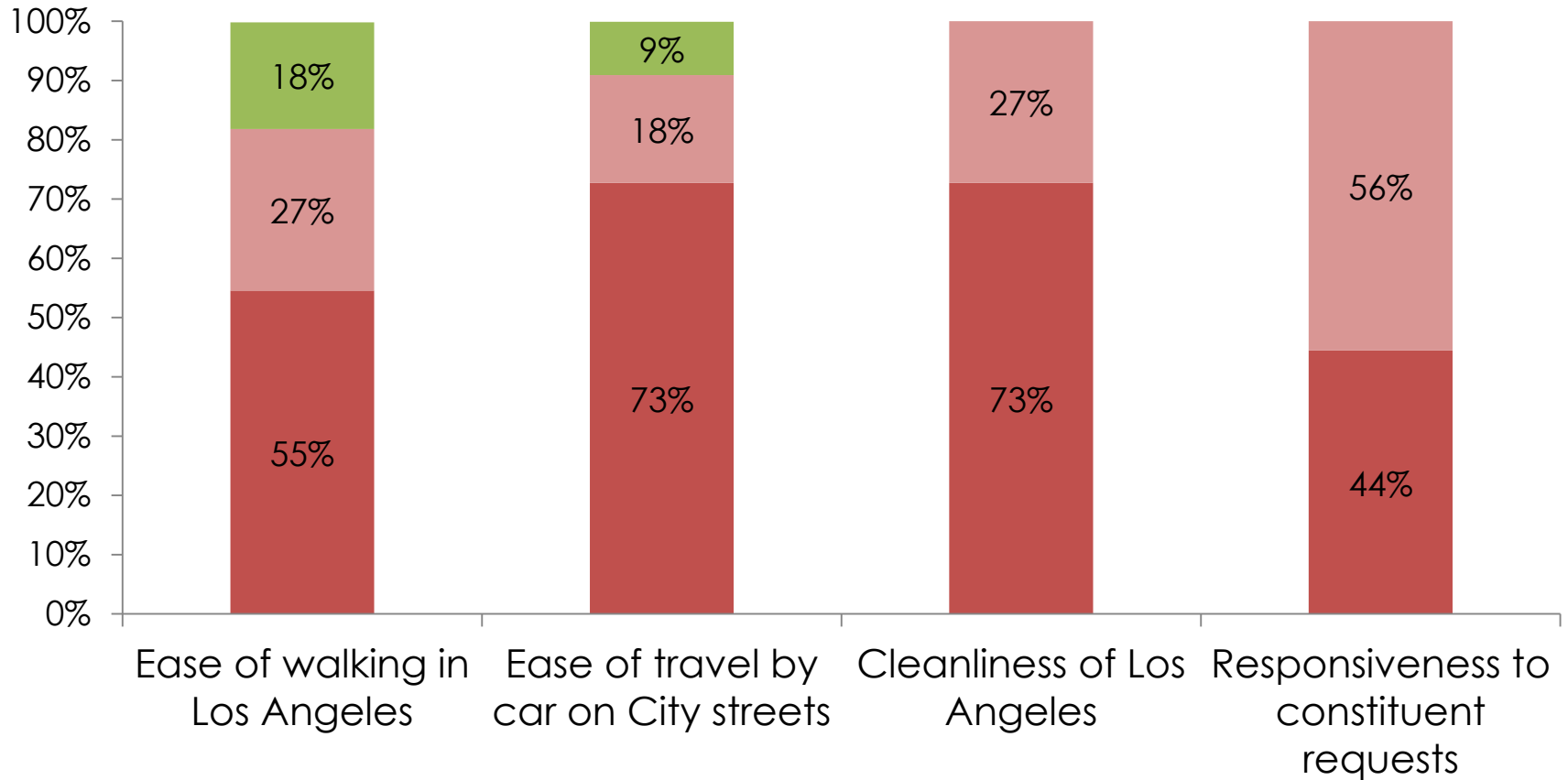
CD15: Sidewalk repair, illegal dumping, street lighting



How would you rate the following aspects of Los Angeles?

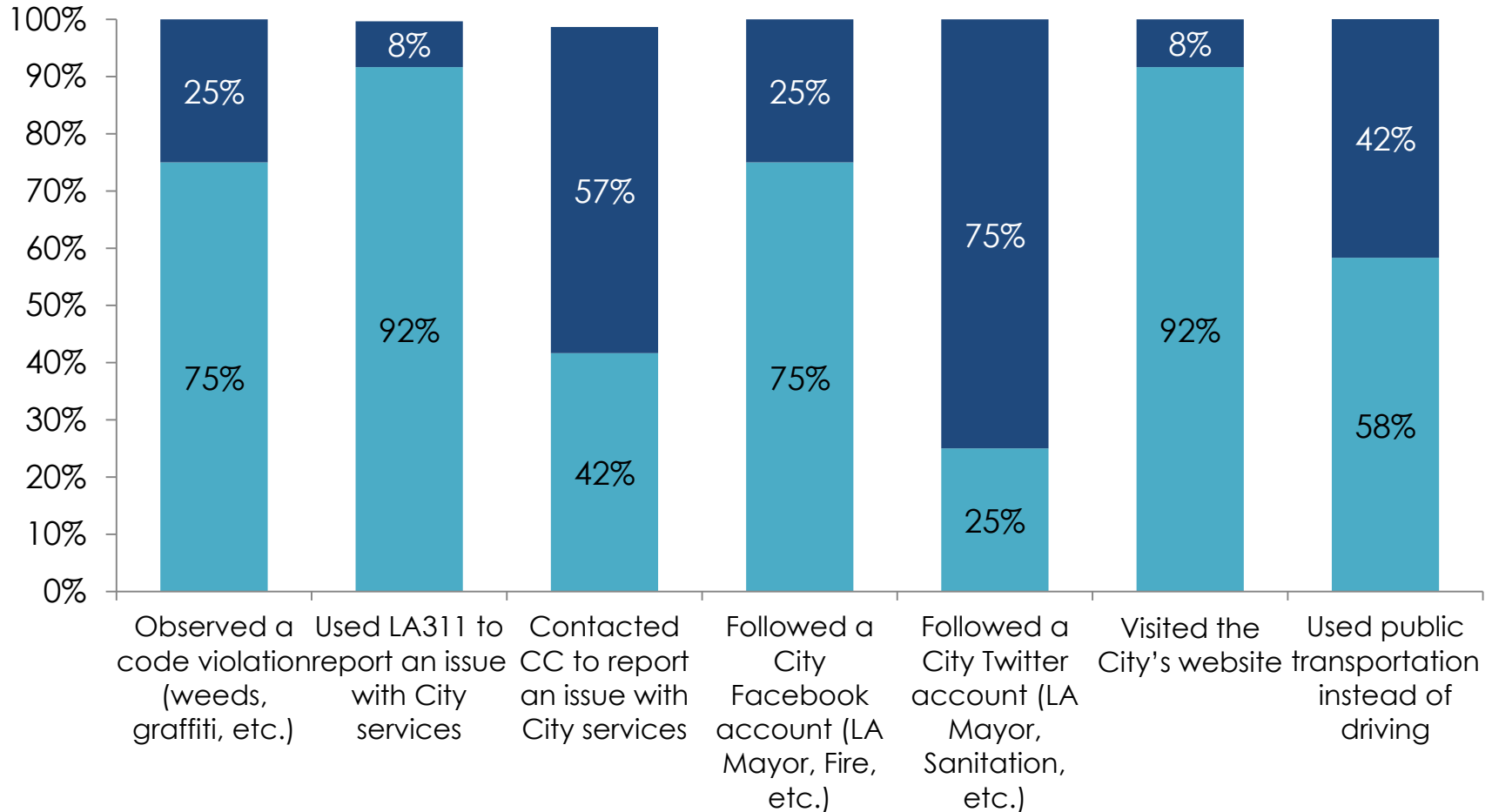
(4 point scale - Poor, Fair, Good, Excellent)

Poor Fair Good



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

Yes No



Data Analysis on Service Needs

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%

OVERALL: SIDEWALK REPAIR, TREE TRIMMING, STREET REPAIR

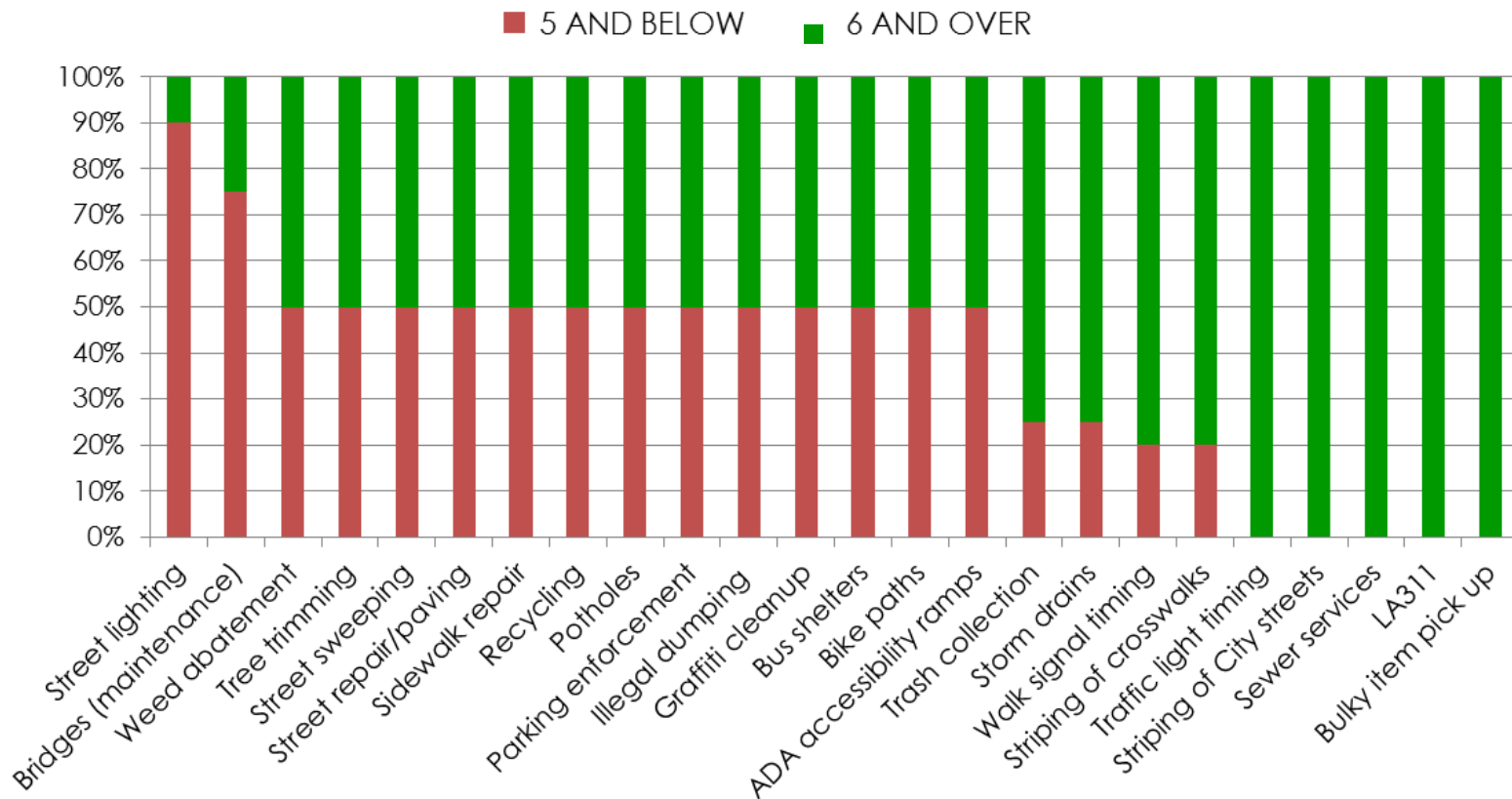
Bulky items, graffiti removal, metal/household appliances

81%

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.”⁷² 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.

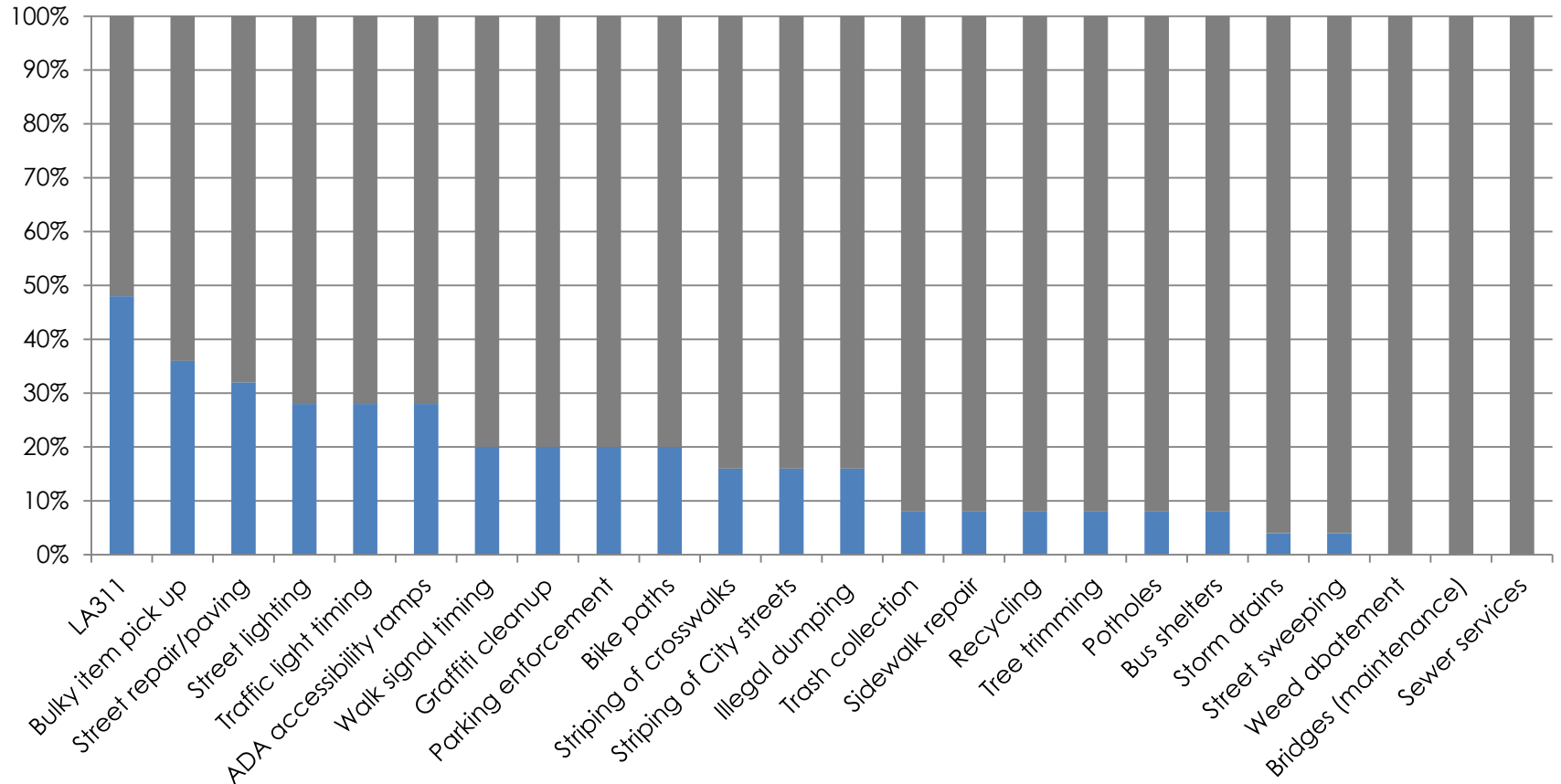
**Please rate the quality of the following services on a scale of 1 to 10
(1 = low, 10 = high):**



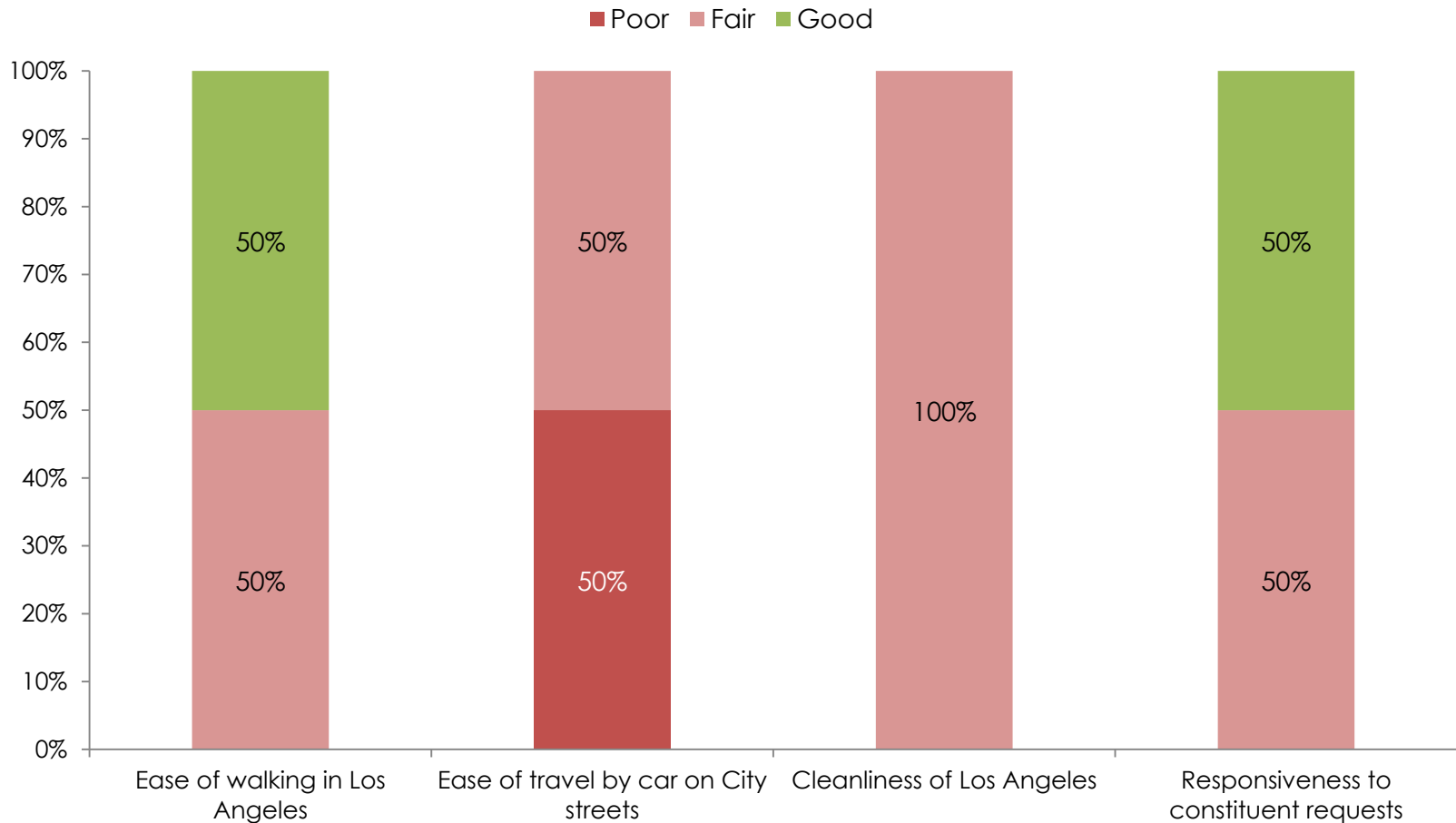
⁷² <http://clerk.lacity.org/business-improvement-districts/what-business-improvement-district>

Have these services improved over the past 5 years?

■ Yes ■ No

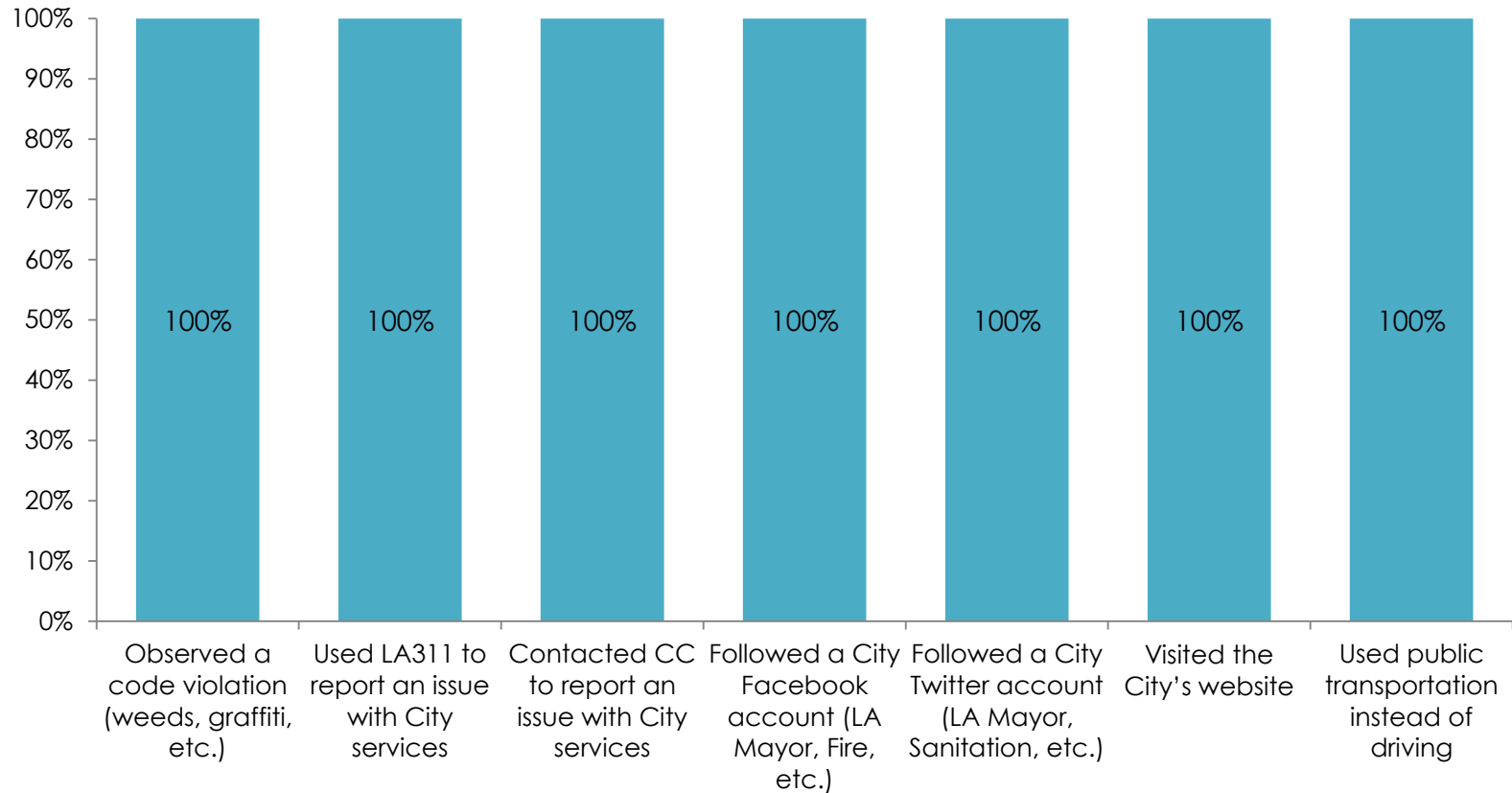


How would you rate the following aspects of Los Angeles? (4 point scale - Poor, Fair, Good, Excellent)



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

■ Yes ■ No





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

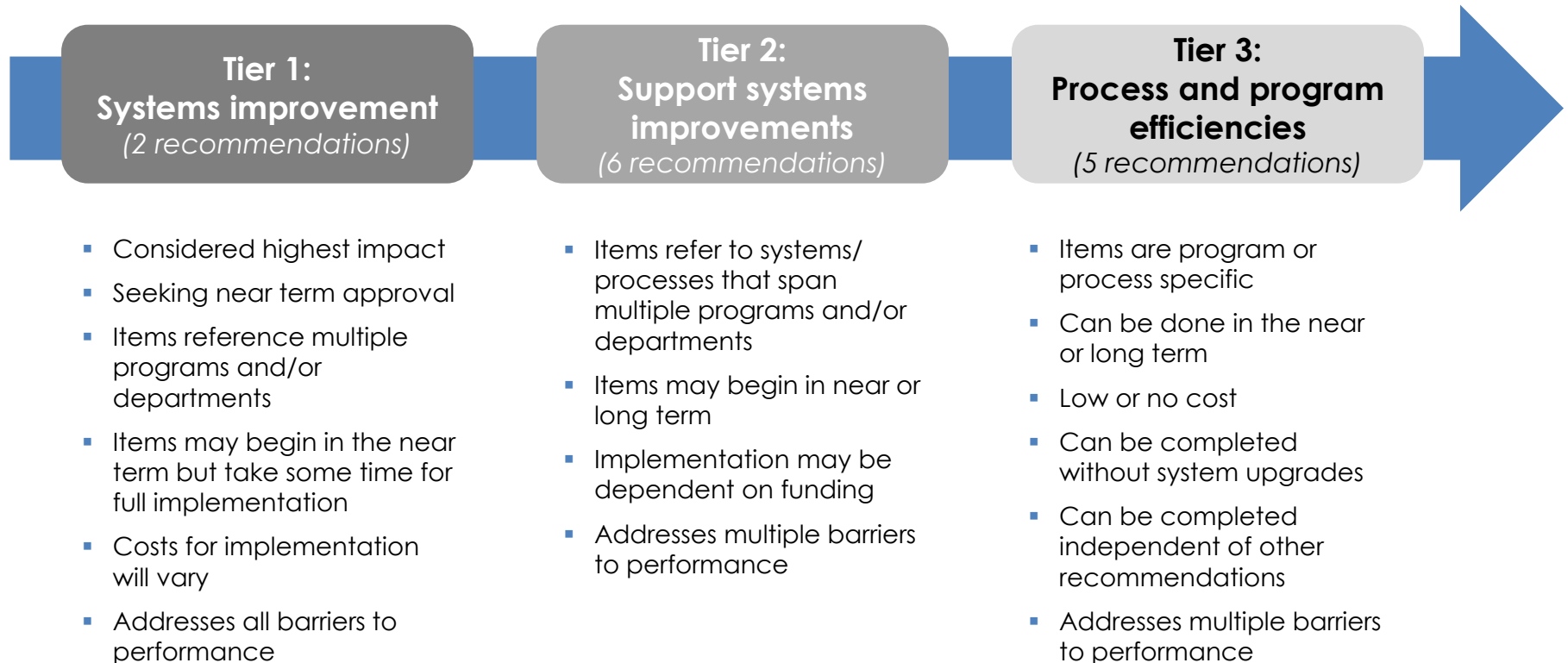
Organization for Report Recommendations

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



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 reinstituting 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