BUREAU OF STREET SERVICES

master plan

A Blueprint for the next Two years

CITY OF LOS ANGELES
DEPARTMENT OF PUBLIC WORKS
...with the goal of taking the BSS closer to the neighborhoods.
A word from the Director

The Bureau’s Master Plan is a positive step forward re-affirming our traditional dedication to fundamentally-sound street services while embracing the innovation and adaptation of our tried-and-true techniques to leverage the performances and results we are delivering.

Bold challenges require bold thinking, starting with our greatest asset, our Bureau employees. Just as we are commencing with our bedrock capabilities, so too we are placing additional emphasis on empowering our employees, leading to outstanding customer service delivery, elimination of stakeholder wait times and further employee empowerment. By reducing the distance between the Bureau employees and our citizen-customers, greater achievements are realized, adversarial frictions are erased and the way forward becomes increasingly clear and desirable.

The Bureau of Street Services has undertaken a strategic overhaul to not only provide a level of increased services despite a region-wide economic downturn, but to provide those services in a focused manner so their benefits will ripple to the businesses, customers, and most of all, to the residents of Los Angeles. While shouldering the responsibility for the maintenance of over 6,500 miles of streets, the Bureau will roll out programs that include:

- addressing the special challenges in the downtown area;
- partnering with the local neighborhoods in addressing their needs;
- integrating the Bicycle Plan into our coordinated work cycle; and
- expanding our “green” efforts while capturing additional cost savings.

We are extending our capabilities into unchartered territory, mapping our road ahead despite multiple uncertainties. Choosing to focus on the exciting opportunities that lie ahead allows us to make new connections and explore new solutions. We are no longer just the “guys in orange coveralls and yellow vests”; we are also enhancing our use of recycled asphalt to further reduce our dependence on landfills, we are targeting services in designated locales to maximize the ripple benefits to our citizen-customers and lastly, we are joining with the Mayor to make the streets more accessible to motor vehicles, pedestrians and more welcome to an emerging customer class, the cyclists.

We extend to you our heartfelt invitation to join us as we navigate the road ahead while “paving our way towards a better LA.”
Mayor Antonio R. Villaraigosa and Councilmember Paul Koretz with BSS paving crew celebrating the successful completion of the ARRA (American Recovery and Reinvestment Act) Valley region projects.
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Mission, Vision and the Path forward...
Executive Summary

The 2011 Bureau of Street Services (BSS) Master Plan reflects a closer alignment with the Mayor’s initiatives and a renewed commitment to provide city residents, visitors, and stakeholders with better, more visible, and timelier services.

The BSS has started the metamorphosis to evolve from the historically static assignment of personnel and the traditional single-function delivery of services to a new strategic approach that focuses on dynamic deployment-redeployment of personnel and delivers multi-functional services. This holistic approach has resulted in greater efficiencies that have made it possible to provide the same or higher level of services with significantly less personnel. A major emphasis has been placed on neighborhoods, public safety, job development, school safety, environmental protection, green technologies, sustainability, and transportation strategies that will fully support programs such as the “America Fast Forward Program.”

The 2011 BSS Master Plan introduces key strategies, initiatives, and creative programs never explored or executed before. Furthermore, the Master Plan also redefines some of the existing BSS programs to achieve unprecedented levels of excellence in the areas of recycling, new technology, energy efficiency, infrastructure sustainability, transportation, and transparency.

The Bureau’s Core Programs will remain intact for the next two years. The new programs and initiatives will enhance these core programs with the goal of taking the BSS closer to the neighborhoods.

The next pages reflect a summary of the 2011 BSS Master Plan and its alignment with the Mayor’s vision, initiatives, and issues. The Bureau’s proposed initiatives in the Master Plan are realistic and do not require the need for additional staff or funding to be fully implemented.

The subsequent pages beyond this Executive Summary will provide a brief explanation of these initiatives and their positive impact on the residents of Los Angeles as the Bureau moves forward towards the next two years.
Enhance new-found capabilities and adapt to developing realities.
Introduction

The Master Plan for the Bureau of Street Services is broken down into two major sections:

- The Strategic Plan where the Bureau identifies its Mission, Vision and the path forward.
- This is followed by a closer examination of the implementation of two of the Goals from the Bureau’s Strategic Plan
  - One Hundred Days Initiatives
  - Two Year Rollout.

The Master Plan provides a guiding blueprint for the Bureau for the next two years. As with any other blueprint, revisions are anticipated and will provide opportunities to leverage unseen advantages, enhance new-found capabilities and adapt to developing realities.
to provide the most innovative street services...
**Strategic Plan**

The Vision for the Bureau of Street Services is as follows: To be a world class organization committed to providing the most innovative street services while being instrumental in the development of a green and prosperous City of Los Angeles.

The Mission of the Bureau of Street Services is articulated below: The Bureau of Street Services is committed to providing quality street services in a timely and efficient manner.

**The Goals:**

I. Ensure staff possess Core Competencies in the following areas by February of 2012:

1. Safety
2. Staffing
3. Financial Management
4. Emergency Response
5. Customer Service
6. Benchmarking and Best Management Practices
7. Internal and External Relations
8. Infrastructure Preservation
9. Development of Sustainable Technologies

A photo rendering of Bus stop improvement for the Olympic Blvd. Streetscape project by BSS.
... from the historically static assignment of personnel...
II. Implement re-alignment of BSS to Mayoral goals and priorities by December, 2012

III. Develop and launch program to deliver multi-functional targeted services by December, 2012:

ONE HUNDRED DAYS INITIATIVE
1. Signature Streets Program
2. BSS Service Centers
3. Operation Smooth Lanes
4. Intersection Repair Program
5. Operation Downtown
6. “City of LA Cold Patch” pilot project
7. Transfer Site Compactors
8. Operation Safe Schools
9. BSS Bikeway Steward Program
10. New BSS website

IV. Develop and rollout innovative and green BSS services over the next two years:

TWO YEAR ROLLOUT
1. New Rubberized Slurry Seal mix
2. New asphalt plant with increased recycling capacity
3. Cool Street Program pilot
4. New rut-resistant asphalt mix (“LA MIX”)

... to a new dynamic redeployment of staff that delivers innovative street services.
Operation Downtown

Bikeway Steward Program

New BSS Website

Operation Smooth Lanes
A photo of Elmer Avenue Retrofit Project site: the first project in the City’s history to use a full width infiltration gallery under a street to capture runoff and recharge an underground aquifer.
Downtown Los Angeles has become one of the most vibrant areas of the city and its full potential is far from being reached. Besides residents and those conducting business, thousands of people also come every day for a 24-hour-a-day experience. Each morning, the Flower Market and the Fashion District are inundated with shoppers looking for bargains. Each afternoon, visitors can explore its architectural icons or share a full range of restaurants with residents or workers. At night, the Sports and Entertainment District has attractions throughout the evening and later.
The BSS has planned “Operation Downtown” to make sure that the streets in the area delineated by the Hollywood Freeway on the North, The Santa Monica Freeway on the South, Alameda Street to the East, and Figueroa Street on the West, are always in a good and safe condition. The goal of this program is to give downtown a “facelift” by leveraging the Bureau's funded programs with some of the basic services to make this area more attractive to investors, developers and customers.

A dedicated Bureau team to begin regularly inspecting to ensure potholes in streets are repaired as soon as possible, sidewalks in areas with high pedestrian activity are in good condition, and low hanging limbs and tree related concerns are addressed promptly.

The goal of this program is to give downtown a “facelift”.
As part of the Mayor’s vision for transportation and for the creation of more livable neighborhoods, a 10-year plan for the installation of 1,600 miles of bike paths has been developed. The BSS has started an inspection program to identify the pavement condition of the proposed street segments and to determine the maintenance and rehabilitation needs as well.

Moreover, these proposed bikepaths are being incorporated into the Bureau’s street network inventory and they will be instrumental as the BSS develops its future resurfacing and slurry sealing programs.

The Bureau appoints “bikeway stewards” that will ensure that the bikeway’s pavement condition is perpetually safe. In addition, these stewards will enforce public right of way violations such as illegal obstructions (i.e., trash containers left on the street) that create unsafe conditions to bicyclists.

The Bureau will create partnerships with the different interest groups so requests for services can be expedited.
Bike paths are being incorporated into the Bureau's street network inventory.
Effective July 1st, 2011, the Bureau hired an Information Technology Intern that, under the guidance of the executive staff, has devoted his time to the development of a more “customer friendly” website. While useful, the current BSS website is outdated and does not provide the critical information that neighborhoods need to access our services. The new website will be easy to “navigate” and will invite people from all ages to visit by:

1. Providing a listing of services furnished by the Bureau and an easy way to request them by using interactive request forms.
2. Posting a list of “in progress” and “completed” projects by Neighborhood Council (NC) that will include before and after pictures.
3. Including social networks that will expedite the request for services and the feedback of the city residents including Facebook, Twitter, Youtube, and a BSS blog.
4. Linking our website to other City agencies’ websites to facilitate the access to BSS when residents are visiting other websites.
5. Disseminating information that will ensure the transparency of the Bureau operations.
6. Explaining policies and procedures to enhance the public’s trust and support for BSS activities. For example, how does BSS select streets for resurfacing?
7. Advertising current and future community participation programs such as the BSS’ “Reserve Investigator Program” and the “Honorary BSS Employee Program.”
8. Announcing resurfacing demonstrations on major streets where the public is invited.
9. Creating a special page for NCs that will provide information on: NC Infrastructure Condition Assessments; future programs; Bureau work occurring in the NC containing video clips of the work being performed; and a blog for NC residents to provide feedback on topics that the Bureau will post.
10. Providing a page for frequently asked questions (FAQ) that will be answered by Bureau managers through video clips.
Enhance the public’s trust and support for BSS activities.

A portion of Koreatown Gateway detail plan.
Proposed Elements:
- Crosswalk enhancement
- Landscaping
- Curb Ramps
- Bike Racks

A SAFE ROUTES TO SCHOOL design concept
The Bureau recently initiated an infrastructure condition assessment around schools in Los Angeles. Parents and kids must have a safe route to access these facilities and for the same reason, dedicated Bureau teams will provide repairs to ensure that the infrastructure surrounding schools is safe.

The title of this program is “Operation Safe Schools.” In addition to performing the repairs, the Bureau has increased its participation in educational series such as “Career Day.” Furthermore, the BSS “Junior Inspector Program” has been revamped to leave a very profound message in elementary school kids: “this is your city, let’s work together to keep it safe and clean.”

Special emphasis will be given in the near future to “At-Risk-Youth” so the Bureau will be partnering with agencies such as Chrysalis and the Los Angeles Conservation Corps.
Operation Smooth Lanes

It is a fact that some of our major arterials are suffering a rapid pavement deterioration of the gutter lanes as a result of the heavy loads applied by the new MTA articulated buses. However, our testing has determined that the middle lanes on these major arterials are keeping their good pavement condition and lasting as expected. For that reason, it is inefficient to resurface the entire street when only their flanks are in need of resurfacing. The Bureau is identifying the worst city gutter lanes on major corridors and once the assessment is completed, a massive operation will take place to return the good pavement condition in those lanes. This program will be called “Operation Smooth Lanes” and will be funded using a portion of the Prop “C” allocation that the Bureau currently receives from the MTA. In addition to an improved bus lane condition, this program will significantly reduce traffic congestion since currently vehicular traffic crowds the middle lanes to avoid the gutter lanes in poor condition.

“City of LA Cold Patch” pilot project

The BSS is currently in the process of developing a new cold patch mix that contains reclaimed asphalt pavement produced by the BSS during its daily resurfacing operations. The cold asphalt is now being tested by the GSD’s laboratory and once the testing is completed, the Bureau will start utilizing this material during its daily pothole repair operations. This pilot period will allow the Bureau to determine characteristics such as workability, durability, relative compaction, and of course, cost benefits. In addition to being a recycled mix, this cold material does not require bagging after being produced so it can be easily stored in existing bins.

Intersection Repair Program

Similar to some of the gutter lanes in our city arterial streets, there are a significant number of intersections that are in a poor condition as a result of the heavy traffic loads. The Bureau is prioritizing the worst thirty major intersections for resurfacing as part of what will be called “Intersection Repair Program”. This program will significantly improve safety and the flow of the traffic since typically, commuters reduce their speed as they approach these bad intersections.
BSS Service Centers

Convert some of its current Maintenance Yards into Service Centers in which residents will be able to “walk in” to request services or simply get information. Additionally, these Service Centers will provide recycling opportunities and will offer free mulch during business hours.

Signature Streets Program

The BSS has recently selected approximately 150 miles of major corridors that are instrumental in the economic development of our city. If a signature street is scheduled for resurfacing, other Bureau services such as tree trimming, sidewalk repair, etc., will be scheduled simultaneously so the area receives the full and optimum level of service at one time instead of receiving them individually during different fiscal years.

Transfer Site Compactors

The Bureau continues to refine ways that optimize the utilization of trash compactors at its three transfer sites. The compactors are crucial to reducing the operational costs of the Street Cleaning Program because they significantly condense the size of the debris and consequently more “cargo” can be placed in the truck’s bed; thus, decreasing the need for trucking and the number of daily trips to the landfills.
TWO YEAR ROLLOUT

- New Rubberized Slurry Seal Mix
- Cool Street Program Pilot
- New rut-resistant asphalt mix ("LA MIX")
New Asphalt Plant to Help Close the Pavement Recycling Loop
● **New Rubberized Slurry Seal Mix**

Since the inception of the “Rubberized Slurry Program” the BSS has recycled approximately 600,000 waste tires. In conjunction with the Standards Division of the General Services Department and Petrochem Manufacturing Industries (the slurry vendor), the Bureau is testing a new rubberized slurry seal mixture that also recycles pavement generated from its resurfacing operations. Once the new Slurry meets the required Standard Specifications, the City of Los Angeles will be the first and only municipality producing and applying this new Environmentally friendly mix.

● **New Asphalt Plant to Help Close the Pavement Recycling Loop**

The two BSS Municipal Asphalt Plants can produce 600,000 tons of asphalt per year which is approximately 55% of annual need. The remainder is provided by commercial vendors through the use of annual supply contracts. For over a decade, BSS has been using recycled asphalt concrete for all paving projects. In order to achieve that green classification, asphalt concrete must contain at least 15% recycled product per public works specifications or 10% per LEED specifications. As a composite, BSS recycled content is 36% which exceeds those minimum requirements by over 246%. Our past research concludes the recycled content can be increased to 50% or higher. At 50% recycled content, besides the obvious benefits to the environment, BSS also can produce less expensive asphalt concrete, reduce our consumption of virgin aggregates and virgin asphalt binders and balance the supply of aged asphalt recycled annually. The only drawback is the lack of a modern asphalt plant with the capability to produce the desired recycled asphalt concrete. The Bureau has determined that the generated savings will pay for replacing an older municipal asphalt plant. It is the Bureau’s intent to proceed with replacing one of the plants with the newest in asphalt recycling technology within the next two years to become the first American city to perform all street rehabilitation using ultra high content recycled asphalt concrete.
Green asphalt mix requires less “heating” to produce it.

**Cool Street Program pilot**

The BSS recently conducted a pilot project using “warm asphalt” technology. This type of green asphalt mix requires less “heating” to produce, thereby conserving fuel and reducing emissions of volatile organic compounds. BSS and GSD staffs are monitoring the performance of the warm asphalt utilized to resurface a pilot street and thus far, the team has observed a very positive outcome. The final assessment of this effort is targeted for completion in the ensuing six months. Once it has been determined beneficial to the City, the Bureau will start producing these mixes for immediate use in its resurfacing program.

**New rut-resistant asphalt mix (“LA MIX”)**

In partnership with the Standards Division of the General Services Department and the BSS’ slurry seal vendor (PMI), the Bureau is testing a new asphalt binder that produces extraordinary rutting resistance. Selected pavement strips along Wilshire Boulevard have been resurfaced using this new binder and to date excellent results have been observed. Currently, the BSS is discussing with PMI the details of a large scale production of this binder and if all negotiations are successful, the city would be producing an asphalt mix, unique in the nation, with increased durability and better performance. The creation of a patent will bring revenue to the City when this formula is used by others.
... a positive step forward, embracing the innovation and adaptation while extending our capabilities into unchartered territory... to maximize the ripple benefits to our customers.
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