

DEPARTMENT
of
**PUBLIC
WORKS**
CITY OF LOS ANGELES



2021-2022 ANNUAL REPORT

July 1, 2021 – June 30, 2022

■ Our Mission

To support and enhance a high quality of life for the City's residents, businesses and visitors by providing well planned, environmentally sensitive, cost effective infrastructure and services to promote public health, personal safety, transportation, economic growth, and civic vitality.

To respond to, and aid in recovery from, earthquakes, storms and other emergencies as an integral part of providing and managing public works services.

To provide for public participation in departmental policy considerations.

To accomplish the foregoing through effective oversight of the Department of Public Works, including the Bureaus of Contract Administration, Engineering, Sanitation, Street Lighting, Street Services, and the Board Offices, such as Offices of Accounting, Community Beautification, Film and Television Production, City Forest Management and Petroleum and Natural Gas and Safety Administration.

■ Table of Contents

Our Mission	2
Mayor's Message	4
Board of Public Works President's Message	5
Board of Public Works/Commissioners	6
Public Works Grant Portfolio	7
Environmental and Economic Benefits/ Key Department Program Areas	9
Executive Officer and Board Offices	10
Office of Accounting	11
Office of Community Beautification	12
Climate Emergency Mobilization Office	13
Office of Film and Television Production	14
Offices of Financial Systems and System Services	14
Office of City Forest Management	15
Office of Petroleum and Natural Gas Administration and Safety	16
Project Restore	17
Bureau of Contract Administration	18
Bureau of Engineering	22
Bureau of Sanitation	26
Bureau of Street Lighting	30
Bureau of Street Services	34
Adopted Budget	38
Program Costs by Bureau	40

■ A Message from the Mayor of the City of Los Angeles

Dear Friends,

It is my great honor to serve you as Mayor of Los Angeles.

The Department of Public Works is a key component in maintaining and enhancing our quality of life, from building housing for people experiencing homelessness, to ensuring clean and safe streets and sidewalks, planting trees to provide shade, with a concentration in underserved communities, and keeping the lights on for public safety.

We can depend on these core services that Public Works provides on a daily basis, and for that we are grateful. The commitment, dedication and can-do-attitude the more than 6,000 employees of the Department of Public Works bring to work every day is the definition of public service.

This report highlights the Department's work during 2022. To the leaders on the Board of Public Works, and the Bureaus and offices you manage, thank you for all you do. I look forward to working with all of you as we together continue to make Los Angeles shine.

Sincerely,



KAREN BASS
Mayor



■ A Message from the Board President

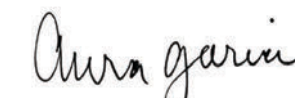
Dear Angelenos,

On behalf of the Board of Public Works, I am pleased to present the Department of Public Works 2022 Annual Report.

While working through another year of challenges, the more than 6,000 men and women of the Department of Public Works continue to be resilient and dedicated to doing an excellent job on a daily basis. From maintaining our street streets to collecting refuse and recyclables, to abating graffiti, to trimming trees, to connecting neighborhoods by building bridges, to making streetlights multi-dimensional, to ensuring compliance on construction projects, our work is nonstop.

At Public Works we strive to not only provide your everyday services, but also identify opportunities for new and innovative ways of being more resourceful and sustainable. I want to thank the entire Department of Public Works for the important and outstanding work you provide each day to the second largest City in the country.

We look forward to celebrating more accomplishments that will continue to highlight the City of Los Angeles and show why it is such a special place for Angelenos and the millions who come to visit our City.



AURA GARCIA
Board President

■ The Board Of Public Works

ORIGINALLY CREATED TO REPRESENT ANGELNOS and ensure a greater voice and transparency in the Department of Public Works, the Board has provided residents more influence and immediate access to the operations and resources of the Department. Created by a vote of the People in 1906, the Board of Public Works has led the way to sustain, deliver and advance the infrastructure facilities, resources and services that enable the City of Los Angeles to serve and safeguard its four million residents and more than 497,000 businesses in a 464 square mile geographic area – the second largest city in the nation.

THE BOARD OF PUBLIC WORKS is the City's only full-time oversight and policy-making commission and is comprised of five city residents appointed by the Mayor of Los Angeles and confirmed by the City Council. The Board members are community leaders who bring diverse perspectives and a wealth of expertise from varying and operational improvement. The Board jointly worked with the five Bureaus and eleven board offices in managing an approximate \$1.04 billion annual operating budget (excludes some special funds) with 5,338 regular authorized positions in the fiscal year starting July 1, 2021 and June 30, 2022 (Fiscal Year 2021-22).

THE BOARD is the key oversight panel that provides a high level of accountability for the City's vast and expansive infrastructure, and ensures the integrity of the bid and award process for public works contracts. The Board is responsible for the strategic management of the construction, renovation, and operation of the City's infrastructure, as well as the delivery of public safety and environmental programs. During Fiscal Year 2021-22, the Board awarded 120 contracts (i.e. 120 construction/ services and amendments/task orders) at approximately \$398 million (excludes 344 construction orders) to invest in the needs and activities of the City.

IN PARTNERSHIP with private contractors, the Department builds and maintains public projects, such as libraries, fire stations, police stations, animal facilities, streets, bridges, street lights, water treatment plants, sewers and sidewalks, as well as provides essential public services and programs like street services, street tree maintenance, sanitary sewers, wastewater treatment, recycling, and solid waste management.

MEMBERS OF THE FISCAL YEAR 2021-22 BOARD OF PUBLIC WORKS were President Aura Garcia, Vice President Teresa Villegas, President Pro Tempore Mike Davis, Commissioner Vahid Khorsand and Commissioner Susana Reyes.

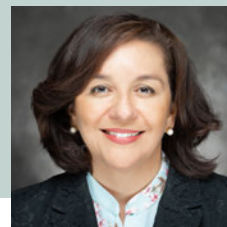
THE BOARD CONVENES regular public meetings on Mondays, Wednesdays and Fridays beginning at 10:00 a.m. in the Edward R. Roybal Session Room in City Hall, 200 N. Spring St., Room 350, Los Angeles. Exceptions occur when evening meetings are periodically scheduled in various council districts in an effort to increase the public's participation in local government. Residents may appear before the Board when it is in session, during Board sponsored public hearings and through the Board's appeals process. From March 2020 through March 15, 2021, the Board had a special agenda schedule due to COVID. Effective March 15, 2021, the Board returned to its regular meeting schedule canceling Monday meetings yet remain virtual through June 30, 2022.

THE OFFICES OF THE BOARD OF PUBLIC WORKS include the Board Commissioners, Executive Officer, Board Secretariat, Accounting, Community Beautification, Film and Television, Financial Systems, Petroleum and Natural Gas Administration and Safety, Systems Services, Project Restore, City Forest Management, Climate Emergency Mobilization, Budget and Information Technology, including Financial (Fund) and Risk Management major sections.

■ The Board Of Public Works Commissioners



Aura Garcia
President



Teresa Villegas
Vice-President



Mike Davis
President Pro Tempore



Vahid Khorsand
Commissioner



Susana Reyes
Commissioner

■ Public Works Grant Portfolio

THE DEPARTMENT OF PUBLIC WORKS (DPW) actively seeks alternative sources of funds through grants, endowments, foundations; and other new revenue streams to fund its projects. Moreover, the Board of Public Works (Board) in partnership with all Bureaus within the DPW, launched a Grants Task Force in January 2021 and participated in the Mayor's City-wide Grants Task Force and City-wide Grants Coordinator meetings and trainings. Collectively, these efforts highlighted some lessons learned and areas of opportunities along with areas where the DPW is an exemplar (lead agency) in grants management.

In brief, the Board has revamped its grant management framework/approach, and is consumed with grant activities (i.e., seeking, applying, coordinating, collaborating, managing, reporting, auditing, etc.) that continue into Fiscal Year 2021-2022 and beyond. During Fiscal Year 2021-2022, the Board gathered representatives from each of the five (5) Bureaus and six of the 11 Board Offices.

This table provides a general view of the DPW grants portfolio for Fiscal Year 2021-22. In summary, the DPW grants portfolio consists of approximately 125 active grants with a cumulative total of \$748.6M awarded. The DPW will continue to seek grant opportunities as they become available from the State and

DPW grants portfolio for Fiscal Year 2021-22

Metrics	BPW	BOE	BOS	BSS	BSL	BCA	Total
# Active	8	11	36	56	14	-	125
\$ Active (in 000's)	\$39,146	\$222,700	\$43,473	\$434,700	\$8,557	-	\$748,576
# App Submitted	2	-	2	-	-	-	4
\$ App Submitted (in 000's)	\$5,025	-	\$5,647	-	-	-	\$10,672
# Closed	-	-	-	-	-	-	0
\$ Closed	-	-	-	-	-	-	\$0
# Denied	1	-	1	-	-	-	2
\$ Denied	\$5,000	-	\$5,147	-	-	-	\$10,147

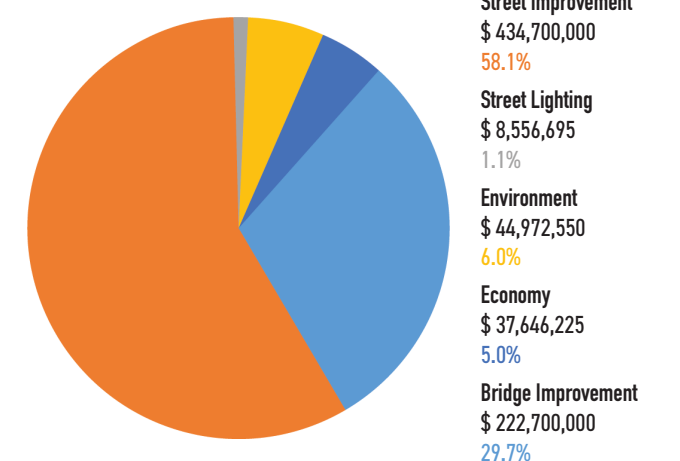
The Grants Task Force is focused on:

- Encouraging communication and collaboration amongst all the Bureaus and Board Offices relative to funding opportunities, including partnering with other City departments;
- Exploring, while adhering to City's grants ordinance (LAAC Div. 14), on potential options to streamline and improve the grants approval processes (i.e., from application through close out);
- Identifying ways to improve the DPW's grant seeking efforts and sharing grant opportunities;
- Standardizing various forms and reporting templates to ensure that the Board of Public Works Commission receives data in a succinct yet uniformed manner by all bureaus and Board Offices; and
- Providing training and development for existing and new staff on various topics.

Federal Government. These opportunities include but are not limited the Infrastructure Investment and Jobs Act (IIJA) and Inflation Reduction Act (IRA). It is expected that other funding opportunities will intensify with the 2028 Olympics and 2026 World Cup, of which the City will be hosting.

This graph provides an overview of the DPW grants portfolio by category and amounts. These awards encompass a wide range of categories, such as the environment (i.e. clean water, watershed, solids, and forestry), economy (i.e. workforce development and homelessness) and infrastructure (i.e. street/bridge improvements and street lighting). In Fiscal Year 2021-22, nearly 88% of the DPW's grant portfolio funded street and bridge improvements.

Active Grants Portfolio by Category & Amounts



■ The Board Of Public Works | By The Numbers

THE 5,338 EMPLOYEES OF THE DEPARTMENT OF PUBLIC WORKS are responsible for delivering the critical infrastructure services, assets and systems that are vital to sustain and protect prosperity, quality of life and public safety. Department staff meet this duty in a geographically dispersed area that is one of the most culturally and economically diverse in the nation. Staff also is prepared to address and respond to emergencies and natural disasters. It is a monumental task given the size of the city and the number of people served.

THE CITY OF LOS ANGELES ENCOMPASSES
468.67 SQUARE MILES¹

2022 LOS ANGELES CITY POPULATION
3,849,297²

POPULATION BREAKDOWN

- 48.1% | Hispanic or Latino
- 28.5% | White alone, *not hispanic or latino*
- 11.8% | Asian
- 08.8% | African American or Black
- 00.7% | American Indian
- 00.2% | Native Hawaiian *and other Pacific Islander*

HOUSING UNITS & FIRMS

- NUMBER OF HOUSING UNITS: **1,532,364**³
- NUMBER OF FIRMS: **487,999**

INFRASTRUCTURE BY THE MILE

- Centerline miles of streets (6,500) and alleys (800): **7,300**
- Miles of Sidewalks: **10,750**
- Miles of Storm drains: **1,220**
- Miles of Sewers: **6,700**

INFRASTRUCTURE BY THE NUMBERS⁴

- Street Trees in the Public Right of Way: **700,000**
- Street Lights: **223,000**
- Watersheds in the 3,000 Square Mile Los Angeles County Flood Control District: **4 of 6**
- Lakes Rivers and Creeks: **24**
- Catch Basins: **39,161**
- Gallons Of Wastewater and Water Reclamation Daily Average: **309,000,000**

CITY OF LOS ANGELES GENERAL FUND
ADOPTED BUDGET FY 2021-2022
\$11,480,288,112

PUBLIC WORKS BUDGET:
\$1,040,709,709

REMAINING CITY BUDGET:
\$10,439,578,403

DEPARTMENT OF PUBLIC WORKS

Bureau	Adopted Budget FY 2021-2022	Authorized Employees FY 2021-2022
TOTAL	\$1,040,709,709	5,338
Board	\$36,740,030	111
Contract Administration	\$45,214,889	281
Engineering	\$104,891,911	710
Sanitation	\$607,357,208	3,156
Street Lighting	\$41,267,054	205
Street Services	\$205,238,617	875

■ Environmental and Economic Benefits

Each year, the Department of Public Works makes important impacts from both an environmental and economic standpoint that play a crucial role in supporting the work of the City of Los Angeles and its stakeholders. Here are some of those accomplishments.

Out of the 36 Project Labor Agreement projects valued at **\$504,420,000**, a total of **\$5,491,778.69** was reinvested back into the City's economy through wages and benefits to the local residents.

Through the Office of Community Beautification, there were **129 clean up events** that had **6,987 volunteers** give **22,707 volunteer hours**.

Engineering created **4,848 jobs** in Fiscal Year 2021-22 and awarded **\$373 million** in construction projects.

The Bureaus of Sanitation and Street Services combined to plant more more than **3,500** street trees.

More than **\$186 million** was awarded to local businesses in **11 construction contract awards**, providing local businesses with a competitive advantage and supporting efforts to reinvest the City's contracting dollars back into the local economy.

Bureau of Street Lighting has reduced more than **71,000 metric tons** of emissions through the LED Streetlight Conversion Program.

Bureau of Sanitation held six donation drives for various items, including clothing, toys, and non-perishable food and collected more than **11,900 pounds**.

■ Key Department Program Areas: *Featured Programs*

AccessingLA

Graffiti Abatement

Residential Organics

BuildLA

Keep Los Angeles Beautiful

Smart Poles

Bus Shelters

L.A. River

Stormwater and Watershed Protection

Climate Emergency Mobilization

Local Targeted Hiring

Tree Planting, Preservation and Canopy

Cool Neighborhoods

Pavement Preservation

Electric Vehicle Charging Stations

Petroleum and Natural Gas Administration and Safety



1-U.S. Census Bureau, Land area in square miles (2010) Retrieved from <http://quickfacts.census.gov/qfd/states/06/0644000.html> 2-U.S. Census Bureau, Los Angeles (city), California Retrieved from <http://quickfacts.census.gov/qfd/states/06/0644000.html> 3-U.S. Census Bureau, Housing Units, (2019) Retrieved from <http://quickfacts.census.gov/qfd/states/06/0644000.html> 4-(Ballona Creek, Dominguez Channel, Los Angeles River, Santa Monica Bay) Bureau of Sanitation (2021)

Executive Office and Board Offices

THE EXECUTIVE OFFICE supports the Board of Public Works in its commitment to serving city residents and businesses, performing its duties in overseeing the Department of Public Works and implementing an agenda to create a stronger economy and more efficient and effective city government. This year, the Board Secretariat received 8,581 inquiries from the public, and processed and disseminated 871 transmittals of Board actions.*

FINANCIAL AND GRANTS MANAGEMENT: The Executive Office is also responsible for various finance and administration activities, such as budget development, fund management of the Public Works Trust Fund (PWTF), and grant administration. For fiscal year end 2021-2022, the PWTF maintained more than 12,000 permit/bond deposits at an aggregate total of \$144.3 million with 41 revenue accounts and 10 active loans. During this fiscal year, this Office transferred \$6.3 million to the General Fund and \$2.2 million to the Special fund for a total of \$11.8 million from work related to B, E, and U permits, and collected \$7.6 million in outstanding loan (debt) balances.

In Fiscal Year 2021-22, the Board of Public Works oversight included the entire Department of Public Works' grants portfolio of approximately 125 active grants with a cumulative total of \$748.6M awarded, which provide funding for an array of project categories, such as the environment, economy, and infrastructure. Specifically, of this entire portfolio, the Board Offices managed 8 grants at an amount of \$39.1 million relative to workforce development, urban tree canopy, and unhoused initiatives. See additional information in the Departmental Grant section on Page 7.

THE RISK MANAGEMENT (RM) Section is responsible for risk identification, assessment and mitigation efforts – such as collecting and analyzing data, developing solutions that could reduce liability exposures and coordinating resources with RM counterparts at the Bureaus. The Risk Manager is also responsible for administration of the Board's Occupational Safety Program.

Throughout the Coronavirus pandemic this Section was responsible for managing the Covid-19 Safety Program and tracking related metrics, while ensuring compliance with Public Health and Cal/OSHA mandates.

The Department-wide RM Task Force is in its second year, bringing together members of the Office of the City Attorney and Task Force to discuss and manage shared liability and litigation issues. This year, major issues included reconstitution/telecommute policy, litigation support and analysis of liability cost drivers.

The new year also marked an updated version of the Department



Emergency and Continuity of Operations Plans, which were drafted by the Risk Manager and presented to the Board for approval.

THE EXECUTIVE OFFICER provides policy advice and administrative support to the Board, and advises the Board on procedural matters during its meetings and records the minutes and proceedings, such as Board actions taken and Board orders issued (approximately 1,027 in Fiscal Year 2021-22). The meetings frequently include hearings that relate to reports or communications being discussed. In Fiscal Year 2021-22, approximately 128 hearings were held, plus 57 bureau director and management meetings. In addition, the Executive Officer oversees ten Board offices (Board Secretariat, Community Beautification, Accounting, Financial Systems, Systems Services, Petroleum and Natural Gas, Film and Television, Climate Emergency Mobilization, and Forest Management, including the Financial and Risk Management functions, and provides administrative support to Project Restore.

THE BOARD SECRETARIAT is responsible for posting and publishing all orders, resolutions and notices that are required in connection with invitations to bid, awarding of contracts for public works projects, and various Board of Public Works actions. Board staff processed 33 notices inviting bids, advertised and received 31 bids, processed 15 construction contracts, 69 on-call construction contracts, 94 personal service contracts and amendments, 47 Board approved Task Order Solicitations, and 1,352 contract preliminary notices during Fiscal Year 2021-22. In addition, the Board Secretariat has responsibility for reviewing and maintaining insurance (i.e., Surety Bonds, Workers' Compensation, Automobile Liability, Errors and Omissions, Property, Pollution and Professional Liability, etc.) documents for construction projects and work in the public right-of-way. During the past fiscal year, staff received and reviewed approximately 898 new insurance endorsements and sent out 918 insurance expiration notices.

Office of Accounting

THE OFFICE OF ACCOUNTING (OOA) provides accounting services and financial management support to the Department of Public Works (DPW). The OOA is managed by the Director of Accounting who is assisted by one Assistant Director and four Division Managers. The OOA's mission is to safeguard the City's public works assets, projects, and programs through proper and timely accounting of all public works financial transactions in accordance with Generally Accepted Accounting Principles (GAAP) and pronouncements of the Governmental Accounting Standards Board (GASB), and to ensure that budgets, contracts, laws, and ordinances are complied with.

As the COVID-19 pandemic continued through Fiscal Year 2021-22, OOA staff continued to take full advantage of available telecommuting arrangements. Accounting services to all Bureaus leveraged utilization of digital receipt and delivery of accounting documents, acceptance of electronic signatures, and offering of electronic payment options without down time. Despite these challenges, the DPW processed once again the highest number of transactions recorded in the City's Financial Management System (FMS), totaling about 1.82 million records or about 16.51% of the total records of the City entered this year.

In Fiscal Year 2021-22, OOA's ongoing mandates included: enforcement of reasonable internal control procedures and sound accounting practices for approximately 153 funds with fund balances of \$3.21 billion and uncommitted amounts of \$2.73 billion; \$5.7 billion worth of city contract obligations consisting of 834 contracts recorded and generated project cost reports for 65,731 project work orders with cumulative costs of \$23.39 billion; ensured full cost recovery from various customers like project developers, contractors and other governmental agencies; and ensured expenditures are fully authorized, appropriated and encumbered. In Fiscal Year 2021-22, the DPW availed approximately \$531,991 in payment discounts and collected/received more than \$3.61 billion in receipts (revenues).

As customary, the OOA provided ongoing public works financial information to City policy makers and management and continued virtual collaboration with the City's external auditors during the preparation of the City's Sewer Capital and Maintenance Funds annual audit, one of the City's major enterprise funds included in the City's Annual Comprehensive Financial Report (ACFR).

By the Numbers | Accounting

COUNTING TRANSACTIONS BY CATEGORY

- Total transactions processed : **80,200**
- Revenue receipts and collections: **39%**
- Billings: **21%**
- Payments (expenditures): **20%**
- Appropriations, encumbrances & transfers: **15%**
- Work orders, contract ceiling: **4%**

REVENUE RECEIPTS AND COLLECTIONS

- Total amount of revenue receipts processed : **\$3,569,512,000**
- Various funds receipts: **98%**
- Other government agencies: **1%**
- Industrial Waste: **1%**

BILLINGS

- Total amount of billings processed : **\$308,062,641**
- Private customers: **39%**
- Other government agencies: **25%**
- Inter-departmental: **36%**

PAYMENTS

- Total amount of payments processed : **\$702,211,250**
- Non-construction contracts(consultants, etc.): **51%**
- Other vendors: **12%**
- Construction contracts: **37%**

VENDORS PAID WITHIN 30 DAYS

- Construction contracts: **19%**
- Non-construction contracts: **61%**
- Other (i.e. Non-contract): **20%**

FY	Encumbrances and Appropriations	Expenditures	Revenue Receipts Processed
2018-19	10,368	18,328	30,809
2019-20	11,990	19,816	29,970
2020-21	8,247	16,290	31,508
2021-22	9,146	23,226	33,904

Percentage of Payments processed within 30 Days				
FY	Construction	Non Construction	Non Contract	Overall
2018-19	70.91%	62.26%	78.78%	66.73%
2019-20	82.78%	80.07%	85.39%	81.88%
2020-21	93.93%	77.56%	86.60%	81.96%
2021-22	89.34%	80.60%	89.22%	83.83%

Office of Community Beautification

THE OFFICE OF COMMUNITY BEAUTIFICATION (OCB) is a citywide anti-litter and anti-graffiti program which seeks to empower residents and community groups to "Keep Los Angeles Beautiful." OCB engages in community beautification by providing graffiti removal services, coordination of volunteer cleanup efforts and involvement with other beautification efforts.

OCB seeks to combat the blight of graffiti by contracting with non-profit, community-based organizations to provide graffiti removal services citywide, and by providing paint and supplies to community groups or individuals. OCB contractors respond to requests for service via the City's 311 service request hotline, through the online service request form, and via the MyLA311 mobile request app. These contractors also proactively patrol major corridors and hotspots in their geographic service areas for graffiti.

OCB supports volunteer neighborhood cleanup projects, loaning out hand tools and supplies needed for cleanup efforts. Further support of volunteer beautification efforts is provided by the Adopt-A-Median and Adopt-A-Spot programs, enabling community groups to adopt and beautify areas of public property. OCB provides assistance in guiding individuals and projects through the City approval process and helps secure required permits for beautification projects.



By the Numbers | OCB

- Clean up events: **129**
- Number of volunteers: **6,987**
- Volunteer hours: **22,707**
- Total value of volunteer hours: **\$680,074**
- Community meetings/presentations: **336**
- Trash bags (36"x60") collected by volunteers (Litter, debris, weeds): **15,287**
- Trash Bags Collected by OCB Contractors: **267,549**
- Community graffiti removal requests serviced: **134,460**
- Total Graffiti Removal Locations Serviced: **486,575**
- Square Footage of Graffiti Removed: **29,021,468**
- Graffiti requests completed within 24 hours: **74%**
- Graffiti requests completed within 48 hours: **81%**
- Graffiti requests completed within 72 hours: **85%**



Climate Emergency Mobilization Office

The CLIMATE EMERGENCY MOBILIZATION OFFICE (CEMO) was launched in early 2021 by the City Council. The concept of CEMO was influenced and developed by Environmental Justice advocacy groups, council offices, and then Mayor Garcetti. The Office is housed in the Board of Public Works, and continues to expand in scope and scale. The CEMO Director Marta Segura and CEMO's expanding staff coordinate the actions of the Mayor's Office, City Council, Board of Public Works, and community leaders to meet the commitments of L.A.'s Green New Deal, while focusing on equity and environmental justice. CEMO also laid the foundations during this fiscal year to be able to work closely with the Climate Emergency Mobilization Commission (CEMC), a group established by the Mayor and City Council consisting of representatives from frontline communities, local indigenous tribes, and various climate experts, labor, and business leaders. CEMO's vision recognizes the necessary involvement of these communities to create an innovative approach to stakeholder engagement.

The CEMO Office is structurally and fiscally within the Board Secretariat for Fiscal Year 2021-22. Though a relatively new and developing unit during this period, CEMO established outreach goals and an engagement scope of work through the then newly adopted Contractor Liberty Hill Foundation for the execution of stakeholder engagement, community assemblies, outreach design, and policy papers to be delivered to CEMC and then the City Council. The Climate Equity LA (CELA) Series then was launched through a series of eight (8) virtual community engagement workshops and Climate Equity Assemblies from March through May of 2022, currently archived on CEMO's YouTube page and fledgling CEMO website. CEMO completed a landscape analysis of City of LA Climate and Environmental Justice (EJ) policies, identified community-driven policy priorities, met biweekly with

community and leaders to advise on engagement, and supervised UCLA/Climate Action Corps fellowships & research. CEMO also developed an ArcGIS Mapping of City of LA communities in the Top 10% CalEnviroScreen Score, mapping/data for vetting the Mayor's Commission appointments from most affected neighborhoods/Council Districts, an ArcGIS Mapping of orphaned oil wells with coaching from BOE, and Climate Policy Analysis Archives to be used by the Community Assemblies.

The Budget and Finance committee and the City Council approved three new staff members to assist the CEMO Director in logistics, policy, and budgeting within FY 2021-22, with plans for two additional members to be added in the following fiscal year. The Mayor and the Budget Committee allocated \$500K for Community Engagement in FY 2021-22, alongside an additional \$175K contractual funds allocated to CEMO. A website design firm was selected to develop branding, logos, and website design process. The Fiscal Year 2022-23 budget was also developed and adopted in this time period, laying the groundwork for an expanded staff and budget in the following fiscal year. CEMO also recruited and onboarded Commissioners to fill the Climate Emergency Mobilization Commission (CEMC) which held its first meeting and Orientation for new CEMC Commissioners in June 2022. CEMO's next phase will focus more on climate policy awareness and mobilization efforts while assisting the City to align with equitable climate metrics and LA's Green New Deal, our Health Atlas, and future Climate Vulnerability Assessment recommendations. CEMO is going beyond reduction of GHGs greenhouse gas emissions (GHGs) with the goal of improving public health and eradicating Urban Heat Islands, shaping equitable climate policy, and addressing the imminent threats to our health and the habitability of Los Angeles. www.climate4la.org



Office of Film and Television Production

THE OFFICE OF FILMING (OOF) works closely with the Mayor's Office of Film and Television Productions to ensure a film-friendly experience for the film and television industry and community.

OOF is responsible for administering the FilmLA contract, developing policies, training personnel, implementing the Mayor's Executive Directive 6 on film, developing a comprehensive economic industry relations program, facilitating motion picture/television industry needs, and working with State of California Film Liaison Offices, California Film Commission, LA County, labor unions, location managers, Chamber of Commerce, Neighborhood Councils, Communities, and various City departments. OOF provides advice to the Mayor, City Council, Board of Public Works, and management of economic, policy and public relations effects of industry-related actions, industry needs, rules and regulations,

laws, and City film procedures and ordinances, and legislative analysis.

OOF worked with our filming partners (State and County), studios and various unions where we collectively established filming guidelines for productions, studios and film crews to operate safely during the Covid-19 pandemic. As a result, the City enjoyed the highest filming in 23 years, since productions were unable to leave the state.

The goal is to retain as much of this production as possible since filmmakers can now leave the state and film elsewhere. Part of the success is the number of productions that receive a California Film & TV Tax Credit.



Office of Financial Systems and System Services

THE OFFICE OF Financial SYSTEMS (OFS) maintains financial systems to efficiently meet the financial systems needs of the Department of Public Works. The OFS serves a Department-wide role and is critical to all revenue collection, billing, cost recovery reporting and reimbursements, grants, wastewater program, and project reporting activities throughout the Department of Public Works. OFS is also responsible for the development, implementation, operation, and maintenance of the Public Works Business Intelligence and Information Delivery System (BIIDS). BIIDS is an online and interactive financial system that provide users with access to the City's Financial Management System (FMS), City's Legacy Financial Management Information System (FMIS), City-wide Cost Accounting System (CCAS), and PaySR Payroll System (soon to be the Human Resources and Payroll System). Its foundation includes an Oracle database and data warehouse that contains nearly 35 years of complete summary and detailed information from all City financial systems since 1987. BIIDS also integrates with the CASHWIZ (City's revenue receipt banking system), Wastewater Rates & Billing System (used to collect more than \$25 million annually), and Public Works Trust Fund System. In Fiscal Year 2021-22, OFS resolved

75% (or 1736 of 2305) service requests within 48 hours and 25% (or 569 of 2305) within 72 hours or more.

The Office of Systems Services (OSS) is responsible for the implementation, governance, and maintenance of the Board of Public Works' Information Technology (IT) infrastructure. By exercising governance in the areas of inventory, BPW staff's account access profiles, security, and workstation/network administration, the OSS provides and enforces guidelines for the professional usage of the Board's technology resources. By delivering functional services in the areas of technology procurement, configuration, deployment, and maintenance, the OSS provides and supports the automation and technology tools needed by BPW staff and teams to communicate, collaborate, and efficiently perform their duties. Notable tasks performed by the OSS include administration of the Board's departmental website, development of in-house automation tools, and general helpdesk services covering desktop, printer, network (including remote connection), and mobile problems. During Fiscal Year 2021-22, the OSS resolved approximately 521 service requests.

Office of City Forest Management

THE OFFICE OF CITY FOREST MANAGEMENT was created in Fiscal Year 2018-19 to work closely with all city departments in developing an integrated approach for the city's urban forest management, including a cohesive vision and a plan for achieving that vision. During Fiscal Year 2021-22, the Office of Forest Management built on partnerships developed during the previous year and added its first additional staff member, a Senior Management Analyst, in late March 2022.

UFMP AND URBAN FORESTRY POLICIES: The OFM is tasked with developing the City's first comprehensive Urban Forest Management Plan (UFMP). This year OFM continued work with internal stakeholders on developing the Scope of Work for that project and for developing the joint Scope with LA County for a Community Engagement campaign for both jurisdictions' UFMP projects.

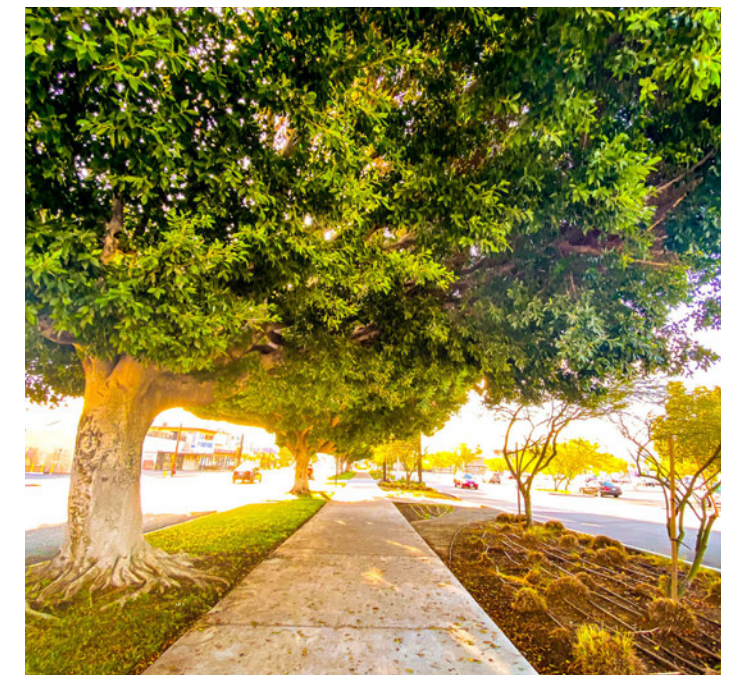
The City's non-profit partner, City Plants, received funding to address one of the Priority Recommendations within the "First Step: Developing an Urban Forest Management Plan for the City of Los Angeles" report: "Step 3B: Complete an Urban Forestry Financing Plan." CalFire provided funding to City Plants to onboard a municipal financial consultant to do an Urban Forest Financing Study. The OFM worked side by side with City Plants on the project: helping in consultant selection, developing and convening the Steering Committee for the project, working to obtain backup documentation and interviews with relevant staff for the consultant team, and providing rounds of review and edits to aid in the development of the Final Study. This study has two objectives: 1) define the staffing and equipment costs needed to meet industry best practices for tree management, which will improve the health of the urban forest and longevity of that resource and the benefits it provides LA residents, and reduce risk and liability for the City; and 2) identify and evaluate potential revenue sources for covering those costs. In FY 2021-22 the Urban Forest Financing Study was submitted to the CAO for review and is now awaiting their final approval.

Continuing the critically important work on improving the City's Tree Preservation ordinances and strategies, the OFM supported the Department of City Planning (DCP) in the creation of a new Tree Disclosure Statement and Tree Report Template. These documents, intended to further improve identifying trees early in the development process and provide uniform standards for reports submitted to the City for tree removal requests, were posted to the DCP website and began to be used for DCP cases citywide in June 2022. There is additional work in progress to enhance and expand the City's tree protection policies.

EQUITY: The OFM continued to work closely on research projects related to Urban Forest Equity. It continued to work with the University of Southern California's Urban Trees Initiative as

they defined and began working on a second Phase of research, building on the momentum of the report they released in April 2021. The Equity Visiting Scholar project, managed by City Plants, took most of the year to similarly define the next scope of work toward aiding the City in addressing urban tree canopy equity and procuring funding from Accelerate Resilience LA (ARLA) and the US Forest Service for that scope. That effort was re-branded as the Urban Forest Equity Collective, or UFEC, and kicked off their Phase 2 in March 2022. While distinct in their research questions, geographies, and deliverables, both projects are assisting the City in further understanding potential solutions that can be implemented in high need, low canopy neighborhoods to ensure adequate and equitable tree canopy.

ENGAGEMENT: There were several different community engagement efforts to educate and receive feedback from Angelenos related to trees and urban forestry issues. This included receiving public comment on the draft tree species list (over 300 responses received) and continuing on-line programming. The Growing Vibrant LA Communities webinar series held a session on "Bridging the Biodiversity Gap: From Seeds to Trees" in July and "Save our Water and our Trees: Growing Community Resilience when Drought is the New Normal" in November, and the Lunch and Learn with the City Forest Officer continued through the end of CY 2021 with sessions on the Tree Ambassadors Program, Watts Rising TCC project, and an overview of ADA considerations in the public right of way. The City Forest Officer also participated in many events and media opportunities to share urban forestry best practices and the work the City is doing to improve its urban forest management.



Office of Petroleum and Natural Gas Administration and Safety

THE OFFICE OF PETROLEUM AND NATURAL GAS ADMINISTRATION AND SAFETY (OPNG) is responsible for the administration and management of functions related to petroleum and natural gas, including the exploration and production of petroleum, oversight of underground pipelines, oil fields, petroleum refineries, drilling leases, and gas storage facilities within the City of Los Angeles. The City's Petroleum Administrator provides policy advice to the Mayor, City Council, City Departments, and the Board of Public Works on petroleum and natural gas matters.

In addition, OPNGAS produces technical reports on the evaluation of oil, natural gas, and electric utility fees, conducts safety and compliance audits, advises zoning hearings, and enforces rules and procedures in adherence to industry best practices, city codes, and regulations. The OPNGAS partners with local, state and federal regulatory agencies to ensure compliance and safety of oil and gas infrastructure and engages in public/community outreach with various groups.

The City of Los Angeles has 26 oil fields (18 active and 8 abandoned), 17 Drill Sites and more than 5,100 oil wells within city boundaries. OPNGAS continues to monitor key metrics to measure performances, such as (a) number of franchise agreements renewed; (b) Percentage of franchises with compliant bonds and insurance (c) number of community events; (d) number of wells evaluated; (e) number of drill sites.



In Fiscal Year 2021-22, OPNGAS, worked with Los Angeles County on the Just Transition Task Force, participated in the Los Angeles County Oil & Gas Facilities Strike Team, met with State of California Geologic Management Division, and coordinated/participated in various external inter-agencies meetings, such as the Monthly Allen Co Stakeholder group, Monthly Baldwin Hills Community Standards District, Health Report Working Group, and the City of Los Angeles Oil and Gas Task Force.

The following provides additional accomplishments:

Franchise Agreement and Contract Administration

- Staffed the Franchise Agreement and Contract Administration Section with Management Analyst and hired an Office Trainee to support the Petroleum Administrator.
- Invoiced **\$5,126,373.54** in franchise agreement fees (Jan/Mar 22).
- Collected about **\$5,055,364.99** as of June 30, 2022.
- Completed the SoCal Gas Company Franchise Valuation Study
- Completed the SoCal Gas Company Franchise Modernization (CF21-1267) increasing the rate from **2% to 5.5%** of gross receipts using part for street damage and restoration fees and collected **\$10.5 million** for the newly established Climate Equity Fund (22-0600).

Project Restore

PROJECT RESTORE is a public-private partnership and nonprofit organization, which works to preserve and protect historic City of Los Angeles buildings, monuments and public spaces that define our community's rich cultural heritage. Past projects completed include the Main Street Demonstration project, restoration of the Board of Public Works Session Room (Los Angeles City Hall), Seismic Retrofit/Restoration of Los Angeles City Hall, Seismic Retrofit/Restoration of the Valley Municipal (Van Nuys) City Hall, Watts Towers, and restoration of the Frank Lloyd Wright

designed Hollyhock House Phase III (a UNESCO World Heritage Site). In Fiscal Year 2021-22 Project Restore continued its work on Phase II Residence A Interior Restoration and has been fortunate enough to facilitate the acquisition of two rare genuine Frank Lloyd Wright sofa end tables on behalf of Hollyhock House and return them their original home in Barnsdall Art Park. and decorative paint, metal, stone, and woodwork in Los Angeles City Hall.





Bureau of Contract Administration

bca.lacity.org



THE BUREAU OF CONTRACT ADMINISTRATION (BCA) is the City's lead contract compliance agency that enforces governing laws on City contracts and on public works construction projects. The Bureau protects the City and ensures the delivery of quality construction work. As an independent quality control agency, BCA's dedicated construction inspectors and compliance officers maintain a transparent and consistent contracting environment that secures economic development opportunities for new jobs and businesses while protecting taxpayer funds and the public interest.

Through key programs and major initiatives in Fiscal Year 2021-22, the accomplishments for BCA are reflective of the Bureau's motto of "Quality – Opportunity – Compliance."

Note that many of the figures from Fiscal Year 2020-21 may not follow prior or future year trends in metrics due to various COVID-19 related impacts that occurred primarily during this fiscal year.

PROVIDING QUALITY CONSTRUCTION

SIDEWALK REPAIRS

Under the Sidewalk Repair Program, 88,176 linear feet of sidewalk of varying widths was repaired, and work will continue in an effort to rehabilitate the City's sidewalks.

SEWER REHABILITATION

19.08 miles of aging sewer pipe were rehabilitated and/or replaced. The Emergency Sewer Repair and Emergency Storm Drain Repair Programs responded on a 24 hour/365 day basis to 323 and 46 incidents, respectively. The Super Expedited Wastewater Emergency Repairs for Sewers completed an additional 225 projects. These responses minimize or prevent public and environmental exposure to sewer and storm drain overflows.

SPECIAL PERMITS

The Bureau conducted 73,795 permit inspections within one day of request for permits issued to individuals and/or companies for private development encroaching into the right-of-way, utility work, excavations, sewer work, and lateral support to ensure that the right-of-way and infrastructure were properly restored.

PROVIDING CONTRACTING OPPORTUNITIES

LOCAL BUSINESS ENTERPRISES

A total of \$186,009,315 was awarded to local businesses was awarded to 11 construction contract awards, providing local businesses with a competitive advantage and supporting efforts to reinvest the City's contracting dollars back into the local economy.

CITY'S DBE/ACDBE/MBE/WBE AND SLBE CERTIFICATION PROGRAMS

The Bureau participated in 69 outreach events educating a total of 2,289 constituents regarding the City's certification program and contracting opportunities.

CONTRACTOR PAYMENTS

2,709 construction contract monthly progress payments totaling \$310,841,488.67 were processed. In Fiscal Year 2021-22, Contract Administration established a goal of processing 28% of progress payments within 15 days from "Discussion to Deposit," or from Inspector and Contractor agreement in the field to payment check issuance or electronic transfer. In Fiscal Year 2020-21, 29% of all progress payments were made in 15 days or less.

LOCAL HIRE

Out of 36 Local Project Agreements valued at \$504,420,000, a total of \$5,491,778.69 was reinvested back into the City's economy through wages and benefits to the local residents.

ENSURING COMPLIANCE

DEPARTMENT OF PUBLIC WORKS PROJECT LABOR AGREEMENT (PLA)

In response to the requirement to hire 30% local residents, 10% disadvantaged/transitional workers and 50% of apprentices who are local residents, Public Works construction contractors complied by hiring 34% local residents, 14% disadvantaged transitional workers and 63% of apprentices who are local residents.

LABOR COMPLIANCE

The Bureau collected \$2,105,781.67 in wage restitution for 411 workers from contractors who failed to comply with the proper payment of prevailing labor wages on City construction contracts.

LIVING WAGE ORDINANCE

Contractors who violated the Living Wage Ordinance paid a total of \$183,559.37 in restitutions to 169 employees of contractors that provide services or lease property from the City.

ENFORCING LABOR STANDARDS

MINIMUM WAGE

The Bureau collected \$26,243.62 in wage restitutions, fines and penalties and recovered 1,323 paid sick leave hours valued at \$20,425.19 for workers in the City of Los Angeles.

FAIR CHANCE INITIATIVE FOR HIRING

The Bureau has responded to 83 inquiries and complaints regarding the Fair Chance Initiative for Hiring Ordinance. The Bureau has also participated in 2 outreach events throughout the City, 55 constituents and reaching 670 businesses through door-to-door outreach visits.

COVID-19 WORKER PROTECTIONS

The Bureau responded to 88 inquiries regarding Supplemental Paid Sick Leave, 4 inquiries regarding Premium Hazard Pay, and 5 inquiries regarding worker retentions, Right of Recall, and other protections.

ENVIRONMENTAL IMPACT

CONSTRUCTION DEBRIS WASTE DIVERSION

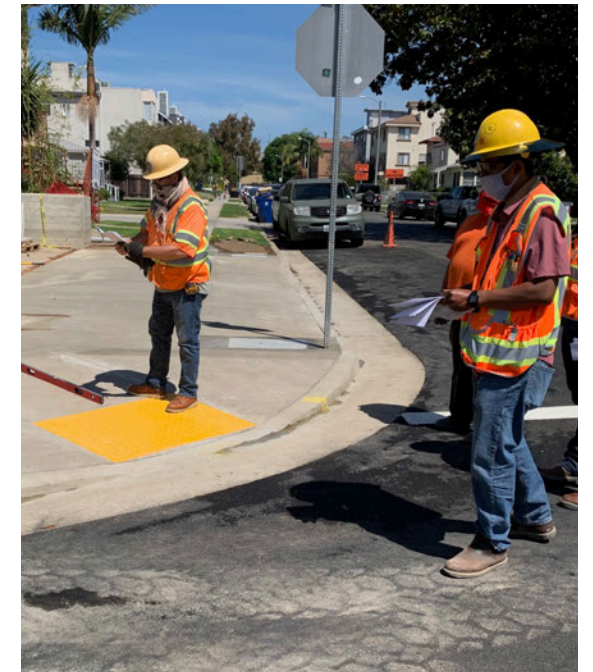
The BCA enforces recycling of all solid waste as a sum total of all inert debris diverted (including, concrete, asphalt, dirt and other inert materials) on contracts awarded by the Board of Public Works. Contractors are required to divert any inert debris generated from their construction activities to certified recycling centers in accordance with State and City requirements.

BCA verified the diversion of 821.24 tons of source-separated inert debris to certified recycling facilities for an overall recycling rate of 94.26% for inert debris and non-inert materials.



By the Numbers | BCA

- Local Job Opportunities Provided (Hours): **144,317.45 Hours**
- Disadvantaged/Transitional Workers Opportunities Provided (Hours): **60,006.86 Hours**
- Local Apprentice Program: **59,332.29 Hours**
- Prevailing Wage Restitution, Fines and Penalties: **\$ 1,192,958.21**
- Living Wage Restitution: **\$183,559.37**
- Minimum Wage Restitution, Fines and Penalties: **26,243.62**
- Paid Sick Leave Hours Recovered: **1,323**
- Rehabilitated Sewers: **19.08 miles**
- Special Permits Inspected on Private Development, Utility and Sewer Construction: **73,795**
- ESR/ESDR/SEWERS: **323/46/298**
- Linear Feet of Sidewalks Repaired: **88,176**
- Reinvested to Los Angeles Residents for 36 Projects: **\$5,491,778.69**
- LBEs Verified in Construction Contracts for 11 Awards: **\$186,009,315.00**
- 69 Outreach Events: **2,289 Constituents Educated**
- Progress Payments: **2,709**
- Value of Progress Payments : **\$310,841,488.67**



FY	Percent of Progress Payments Made in 15 Days or Less (TARGET: 80%)	Number of Private Development Inspections	Average Number of Days to Process Business Inclusion Reviews	PLA Construction Hours Disadvantaged/Transitional Hire Percent
2018-19	17%	89,108	17.1	14%
2019-20	35%	80,187	12.5	15%
2020-21	29%	72,918	17.5	14%
2021-22	28%	73,795	23.1	14



Bureau of Engineering

eng.lacity.org



THE BUREAU OF ENGINEERING (ENGINEERING) is the City's lead agency for the planning, design and construction management of public buildings, infrastructure, and open space projects. Engineering's projects include police and fire stations, recreational and cultural facilities, sidewalk repairs, bridges, streets, landslide and other emergency repairs, and transit projects. Engineering also manages design and construction of stormwater and wastewater system projects. Open space projects include the development of parks and the restoration of wetlands. In addition, Engineering is leading the design and construction of temporary housing for unhoused Angelenos, as well as revitalization of the Los Angeles River. Engineering also oversees permitting for construction in the public right-of-way and maintains NavigateLA, the City's state-of-the-art online mapping system for public right-of-way information. Engineering's projects are nationally-recognized in the areas of environmental sustainability, design and construction management. Project development includes extensive community engagement and fully supports the City's goals of creating a prosperous, livable and resilient city for all residents and businesses.

KEY PROGRAMS AND PROJECTS

TINY HOME VILLAGE - ALEXANDRIA PARK

The \$8.7 million Tiny Home Village at Alexandria Park in Council District 2 opened in Summer of 2021. The site has 103 homes with 200 beds. The homes are 64 sq. ft. in size, have two beds, heat, air-conditioning, windows, a small desk and a lockable front door. Amenities provided onsite include meals, showers, laundry facilities, case management, housing navigation, mental health counseling, and job training and placement. The site includes a storage area, a pet area, and community gathering areas. The design uses bright colors for place making, and was laid out to take advantage of existing trees. The site is operated by Hope of the Valley.

SIXTH STREET VIADUCT REPLACEMENT PROJECT

The \$588 million Sixth Street Viaduct Replacement Project completed in June 2022 and was celebrated in early July with a three-day grand opening celebration. The project is the largest bridge project in the history of Los Angeles. The viaduct was built to replace the original 1932 structure that was found to be seismically-deficient and irreparable. Following extensive community engagement for the design of the bridge, known as the "Ribbon of Light", was selected by Engineering through an international design competition. The project, which began in 2016 with the demolition of the original Sixth Street bridge, was funded by the Federal Highway Administration, the California Department of Transportation, and the City of Los Angeles.

Starting in 2023, Engineering anticipates constructing a 12-acre park underneath the structure that will include access to the Los Angeles River, public art, recreational and open space and much more. The park will also be home to the Len Hill Arts Plaza, made possible by a donation by the Leonard Hill Foundation.

NOS REHAB UNIT 4 - Trinity From 41st St To Alley S/O 23rd

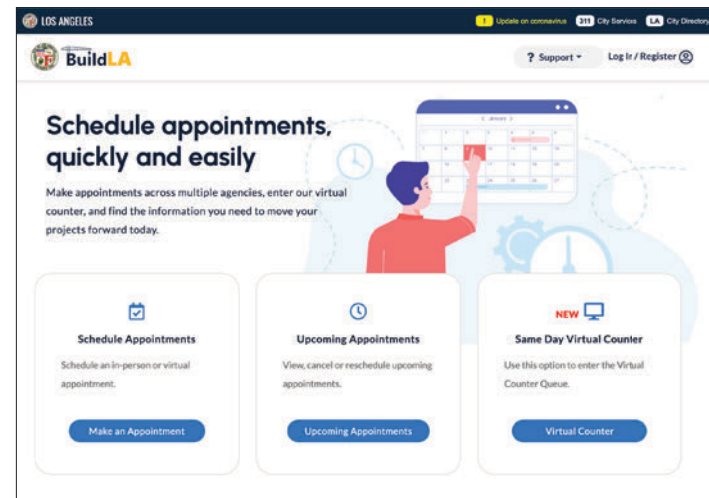
The \$11 million North Outfall Sewer Unit 4 Project in Council District 9 was successfully completed as part of City's ongoing initiative to rehabilitate the North Outfall Sewer (NOS) throughout Los Angeles. The project rehabilitated 6,528 feet of the NOS with fiber reinforced pipe between 41st Street and the alley south of 23rd Street. This section of the NOS consists of 72-inch and 63-inch tile lined semi-elliptical pipes. Existing maintenance holes were removed and replaced to restore the integrity of the structure and to allow future operation and maintenance of the sewer. Additionally, secondary sewer connections into the NOS were reestablished to maintain service. During the initial camera inspections, multiple sewer voids were discovered and required the City to act promptly by plating, excavating, and remediating the voids. This minimized the impact to local commuters and residents.

OBAMA RECREATION CENTER

The \$50 million Obama Recreation Center sports complex in Council District 10 has two phases. This first phase of construction, completed in Fall 2022, included construction of a 40,000 square foot indoor gym and pool. The gym is sized to accommodate two high school basketball games simultaneously, or one large NBA-sized court. The basketball court portion of the structure includes a mezzanine level running track, doubling as additional viewing areas during events. The gym structure also houses a computer classroom, outfitted by the Los Angeles Clippers, and staff offices. The pool area has an Olympic-certified short course pool, bathhouse, community rooms, and fitness annex. A UV water filtration system was constructed to reduce chlorine usage. Both structures utilize natural daylighting, and sustainable materials to reduce the overall electrical usage and to reduce the carbon footprint of the project. The electrical system in the gym has been engineered to meet Net Zero energy standards. A greywater system will clean and reuse water to reduce potable water consumption. The project was designed to meet or exceed LEED Silver Certification requirements. Site improvements also included EV charging stations, lighting, security cameras, and adjacent landscaping and hardscape in the parking area.

BuildLA APPOINTMENTS AND VIRTUAL COUNTER

Engineering completed the programming and creation of an appointment system and virtual counter this year that provides all development departments with a single point of access for applicants to schedule in-person, virtual appointments or join the virtual counter for same-day service. This easy online access helps guide the applicant to the correct agency and permit information. BuildLA virtual services have been active for more than a year, originally launched in November 2021. Since its launch date the system has serviced over 90,000 in-person and virtual appointments and many same-day virtual counter meetings. The system is available at appointments.lacity.org with a single sign-on using the Angeleno account. Department information is available to aid in the permitting and development services process on the website. Additionally, phone services have been made available to accommodate constituents without internet or computer access.



By the Numbers | BOE

- Number of Projects Awarded: **125**
- Number of Projects Completed: **110**
- Proposition 0 Clean Water Bond Wastewater Collection and Treatment plant projects completed: **2**
- Clean Water Infrastructure projects completed including Stormwater Conveyance: **53**
- Collected revenue: **\$66,395,564**
- Total S permits issued: **3,443**
- Total A permits issued: **3,850**
- Total B Permits Plan Check First Check Completed: **296**

FY	Number of Clean Water Capital Projects	Percentage of A Permits in under 60 minutes
2018-19	44	99.4
2019-20	38	99.6
2020-21	42	97
2021-22	53	97





Bureau of Sanitation

lacitysan.org



BUREAU OF SANITATION (BOS) administers the City of Los Angeles's Clean Water, Solid Resources, Watershed Protection, and Environmental Quality Programs with the mission to protect public health and the environment. In spite of the challenges to our workforce caused by the COVID-19 pandemic, BOS continued to manage our commitments to cleaner neighborhoods, sustainable infrastructure, and healthy land, water, and air. We were pleased to be recognized by several highly regarded organizations including WaterReuse for Recycled Water Agency of the Year at Terminal Island Water Reclamation Plant, North American Clean Water Association for peak performance at all 4 of our water reclamation plants for the previous fiscal year, Greenbiz for our Circularity 22 Emerging Leader, and from the American Academy of Environmental Engineers and Scientists for 3 of our talented individuals in our Environmental Monitoring and Regulatory Affairs Divisions.

PANDEMIC EFFORTS BY BOS

From late October to early December, BOS held various vaccination clinics throughout our sites and vaccinated 102 first timers. We also offered boosters which many employees took advantage of as well. In November, BOS opened 10 COVID testing drop-off locations to facilitate testing protocols to help keep our workforce and the public safe. We also digitized a lot of our public-facing platforms as part of the "Safer at Home" directive.

Our Hyperion Water Reclamation Plant (HWRP) and Environmental Monitoring staffs participated in an interagency meeting involving state and local regulatory agencies to upload data that enabled the Center for Disease Control to monitor the presence of SARS CoV-2 in HWRP influent. This collaboration helped analyze trends for public health officials to quickly detect the presence of this contagion and to exercise appropriate control measures.

CLEAN WATER PROGRAM

THE ADVANCED WATER PURIFICATION FACILITY (AWPF) at Terminal Island Water Reclamation Plant (TIWRP) underwent its ultimate expansion to become a Zero Wasted Recycled Water Production facility where 100% of plant flow can receive advanced treatment to produce 12 million gallons per day. TIWRP continued to maximize the delivery of recycled water and completed the construction of the Feedwater Ammonia Injection System for the continued safe and reliable supply of recycled water to the Dominguez Gap seawater intrusion barrier.

As part of the major step to expand water recycling and reduce

the City's reliance on imported water, BOS engineers have started the planning for the transformation of the Hyperion Water Reclamation Plant (HWRP) from a wastewater treatment plant discharging its effluent into Santa Monica Bay to a 100% water recycling facility that will produce safe and reliable recycled water. As a proof of concept, staff started the construction of the Hyperion Advanced Water Purification Facility that will provide 1.5 million gallons per day of recycled water to offset potable water use at LAX. The Membrane Bioreactor Pilot Facility pilot project is a partnership with Los Angeles Department of Water and Power and West Basin Municipal Water District and was recognized by the National WaterReuse Association with the 2021 Transformative Innovation award. Construction of this pilot project started in the fall and once completed, staff will test membrane technologies to demonstrate safe and effective performance to the regulatory community.

WATERSHED PROTECTION PROGRAM

BOS'S SAFE CLEAN WATER IMPLEMENTATION DIVISION (SCWID) is committed to efficiently deliver multi-beneficial projects that protect and improve local water quality, augment local water supply, create green space, provide pollution reduction in vulnerable neighborhoods, and invest in communities throughout the City. With funding provided through LA County's voter-approved Measure W, BOS managed the City's annual \$34 million Municipal Fund allocation, applied for and implemented regionally-funded projects, and is the administrative lead for the City through reporting, public outreach, operation, and maintenance. This program has funded a wide variety of projects, ranging from maintaining Echo Park Lake, the Ballona Creek Project that will generate 1.6 billion gallons of additional water capture and recycling, and the design and construction of new projects ranging between rehabilitating MacArthur Park and urban flows around Lankershim Boulevard that plans for the installation of about 300 street trees, hundreds of parkway planters, and a dozen new vegetated medians.

SOLID RESOURCES PROGRAM

Thanks to **recycLA**, over 66,000 businesses and multi-family residences within the City are now able to recycle. RecycLA service providers (RSPs) are contractually bound to meet stringent landfill diversion goals, invest in waste recycling infrastructure, and develop innovative strategies to help meet state-mandated recycling laws to help LA become a landfill-free City. RSPs are held to high standards in providing waste collection services to its customers, and BOS monitors their

performance which demonstrated a 99% collection efficiency across 41 solid resources facilities. Beginning in January, the RSPs focused on working with customers to establish organics collection, in compliance with the State Law 1383 to divert organic waste.

The RSPs also worked with 19 food rescue and material reuse programs located in LA, and funded \$627,107 to these non-profit food rescue partners. 6,179 tons of surplus edible food were diverted from going to the landfill which equated to 10,297,683 meals that were served to our most underserved populations. The RSPs also diverted 700 tons of material goods from landfills for reuse programs and funded \$138,091 to their non-profit reuse partners. Acceptable reuse materials include reusable goods and materials such as manufacturing overages, discontinued or surplus items, or other gently used items. Food and materials were collected from food distributors, vendors, grocery stores, supermarkets, hotels and healthcare facilities with on-site food facilities, large restaurants, education agencies, and large venues such as shopping centers and malls.

THE LA GREEN BUSINESS PROGRAM certified 829 local businesses. Staff continued to conduct virtual site visits during the pandemic. Outreach was achieved virtually through the Neighborhood Council Sustainability Alliance, Cal State Northridge students, and the Watts Rising Collaborative. Staff continued to participate in the CA Green Business Network to improve business sector checklists and strategize ways to assist businesses in underserved communities. Contracted staff were procured to help meet the Green New Deal goal of certifying 1,000 green businesses by 2025.

Residents dropped off over 9 million pounds of Household Hazardous Waste at our 7 **SAFE (SOLVENTS/AUTOMOTIVE/FLAMMABLES/ELECTRONIC) CENTERS** that are open to the public on weekends to collect household items such as paint products, electronic waste, household cleaning products, light bulbs, batteries, automotive products, medical waste, and medications. 38K pounds of used oil and 23K pounds of oil filters were also dropped off to safely dispose of hazardous debris from cars and boats. We also collaborated with MED-Project which provides an easy way for resident to dispose of their sharps through takeback programs.

The City of Los Angeles has taken a giant leap forward with its **RESIDENTIAL ORGANICS COMPOSTING PROGRAM**. This innovative program aimed to divert organic waste from landfills, reduce methane emissions, and turn organic waste into valuable compost. We started a pilot with 18,000 households that allowed residents to place their food scraps and food-soiled paper along with yard waste in their green bin for composting with a goal to do more in future years through outreach Citywide.

Annually, we sponsor 6 **DONATION DRIVES** throughout the year which are open to the public and City employees through our refuse collection yards and our key facilities.

Donation Drive	Amount (lbs)	Benefactor
Non-perishable food (Jan-Mar)	1,076	St. Francis Center & LA Regional Food Bank
Clothing (Mar-Apr)	5,963	Downtown Women's Center & our Livability Services Division
Toiletries (May-June)	1,785	LA Regional Food Bank & St. Francis Center
Used Toys (June-Aug)	1,325	LA County Dept. of Social Services
Condiments/Utensils (Aug-Oct)	1,043	Midnight Mission & LA Regional Food Bank
Blankets & socks (Oct-Dec)	750	LASAN Livability Services Division

BOS also hosts, promotes, and manages the City's online bulletin board **CitiMax** which facilitates the exchange of surplus supplies and equipment of all types among departments. Per City policy, all surplus electronics such as computers must be posted on CitiMAX for thirty days before being surrendered to salvage.

On behalf of the LA Region, BOS collaborates with other cities and leads on many aspects on various CalRecycle mandated programs and reports related to waste diversion from landfills (AB 939), mandatory recycling (AB 341), commercial organics recycling (AB 1826), and short-lived climate pollutants (SB 1383). The City of LA reported 9,697 tons of recovered compost, 21,267 tons of recovered mulch while providing outreach and education for SB1383 through printed and electronic means as well as direct contact with residents.

To combat climate change, BOS made recommendations to City Council on how to reduce the entry of plastic waste into the environment, reduce waste generation, and encourage sustainable green procurement. Staff began an environmental review and analysis on banning expanded polystyrene (EPS) products, implementing a *Zero Waste City Facilities and Events on City Property policy*, and expanding the single-use carryout bag ban ordinance which were adopted by City Council on April 27. These efforts will move the City toward a circular economy which are critical to long-term waste management while reducing environmental impacts to public health and wildlife.

ENVIRONMENTAL QUALITY PROGRAM

Our emerging **LIVABILITY SERVICES DIVISION** collected 34K tons of waste from public areas. This included over 18K tons from illegal dumping, over 13K tons from CARE (Comprehensive Cleaning and Rapid Engagement) services, and nearly 2,600 tons from altered shift emergency response and proactive services. Our CARE program, Mobile Hygiene Units, Receptacles and Green Wire Basket and Illegal Dumping

collection programs are designed to overlap and provide all-inclusive services across the city to remove health and safety hazards and solid waste from the public right-of-way.

In order to preserve and enhance our wildlife and green spaces set forth in LA's Green New Deal, our Biodiversity team created the **LA BIODIVERSITY INDEX**, a customized assessment tool tailored to our local environment. With 25 metrics, we are measuring progress towards meeting biodiversity goals. The City received an overall score of 37 out of a possible 110 points so we have shifted our attention to outreach activities and implementation projects that will increase the overall score and help the City achieve its broad initiatives.

In July, BOS convened an outstanding Advisory Panel composed of academics, researchers, local nonprofits, and experts in soil health to guide the development of the new Healthy Soils Program. The City published the *Healthy Soils Strategy for the City of Los Angeles in 2021* that details relevant urban soil topics and provides strategies and supporting actions that BOS, other City departments, community groups, stakeholders, and residents can take to conserve, test, restore, and properly manage healthy soils.

BOS is committed to greening the lowest tree canopy and most disadvantaged communities in the City and supports the Green New Deal urban forestry goals through grant-funded programs. We planted 1,084 street trees and removed 18,150 square feet of concrete to create new tree wells, as well as watered and maintained 3,100 trees. We target the most barren areas by increasing canopy around schools, busy transit corridors, and shading small business areas. BOS also plants in residential areas where residents are willing to adopt free street trees.

Tons of material collected from illegal dumping and homeless encampments	
2019-20	25,990
2020-21	25,865
2021-22	28,685

Catch Basins Cleaned	
2019-20	64,222
2020-21	82,213
2021-22	84,012

Low Impact Development Projects Approved & Installed	
2019-20	2,397
2020-21	2,485
2021-22	2,651

By the Numbers | BOS

KEY MILESTONES - FY 2021-2022

- Gallons of wastewater cleaned each day through 4 water reclamation plants: **309 Million**
- Number of sewer pipes cleaned: **138,996**
- Number of cubic yards of recycled materials collected under recycLA (commercial/multifamily): **302,691**
- E-waste items collected : **4.3 million**
- Number of mattresses collected for recycling: **26,904**
- Number of near zero emission natural gas vehicles replacing diesel trucks under recycLA: **546**
- Number of average daily customer care calls received each day (7 days/week): **3,287**
- Trees planted in Disadvantaged Communities: **1,084**





Bureau of Street Lighting

bsl.lacity.org

The City of Los Angeles has the second largest street lighting system in the nation with over 223,000 streetlights and over 400 different contemporary and historic styles. The Bureau of Street Lighting oversees this system with the mission to provide “reliable, safe lighting for all residents and visitors, lighting the way for Angelenos.”

The street lighting system is an integral part of the City, providing many different functions during the day and night. The system’s energy-efficient, high-performance lighting elements make our streets safer for drivers, pedestrians and cyclists, encourage after-dark outings to restaurants, stores, theaters and outdoor events, and provide a sense of community identity. The system is also increasingly serving as the platform for the future of smart infrastructure and City services, from wireless communications to environmental sensors. As the Covid-19 pandemic has foregrounded the deep disparities in our city, the Bureau is working to leverage and deploy the street lighting system to support a more equitable and connected Los Angeles. The Bureau has many different programs with a few highlighted below.

SMART CITY

Smart Street Lighting is being recognized by many cities as a first step toward the development of a SMART City. In addition to increasing energy efficiency of the City and reducing energy costs, carbon emissions, and maintenance costs, intelligent lighting can also provide the backbone for a range of other city applications, including public safety, traffic management, smart parking, environmental monitoring, and extended Wi-Fi/cellular communications. The Bureau is working on several projects as technology advances, including SMART nodes, Air Quality Sensors, EV Chargers, digital banners, and transitional lighting near event centers. BSL has been installing remote monitoring units on streetlights that report when a streetlight is malfunctioning, and to some degree the nature of the problem. We will utilize new technology in the near future to enhance the information and uses for these nodes attached to our streetlights.

BRIDGING THE DIGITAL DIVIDE

Looking to the future expandability of our system and the use of its poles as a platform for greater connectivity, the Bureau is planning investments in infrastructure, testing innovative technologies, and looking to develop new avenues for future digital city services. One of the efforts that the Bureau has embarked on to help bridge the digital divide is a Community Connectivity Pilot Project that will serve as a test for new approaches to bring low- or no-cost high-speed/high-bandwidth internet to our most disconnected households.



HIGH VOLTAGE CONVERSION

The City of Los Angeles has approximately 1,700 remaining high voltage streetlights in the City which will be converted to energy efficient, low voltage LED street lights. The Bureau is set to complete this program in Fiscal Year 2023-2024.

ELECTRIC VEHICLE CHARGING STATIONS

The Bureau has installed 582 Electric Vehicle (EV) Charging Stations throughout the City, which are attached to the existing Streetlights. This program is part of the City’s Sustainable City PLAN to provide a network of EV Charging Stations to encourage the expansion of electric car use in the region.

CO-LOCATION/TELECOMMUNICATION ATTACHMENTS

Given their optimal height and existing electrical infrastructure, the City’s network of street light poles is increasingly providing the platform for a more connected city. Over 3,750 of our poles already host telecommunications equipment including 5G cells – which helped establish LA as one of the first 5G cities in America. We are currently working to urgently expand and enhance the role of our streetlights in providing last-mile solutions to meet the massive projected growth in communications demand from our residents, businesses, and the public sector in the coming years. These attachments are required Citywide and will strengthen the City’s cellular coverage for all users, including during emergency situations.

VISION ZERO/MID-BLOCK CROSSWALK

The Vision Zero Action Plan is a road safety policy that promotes smart behaviors and roadway design to reduce collisions that result in severe injury or death. Street Lighting plays an important role in the public safety of vehicles and pedestrian traffic to provide night-time visibility of and for pedestrians crossing the street. As part of this plan, the Bureau designs and constructs enhanced lighting at mid-block crosswalks and intersections, to ensure the safety of Angelenos throughout the City.





■ By the Numbers | BSL

- Metric tons of CO2 emissions reduced (LED program total): **71,289**
- Units High Voltage Units Converted to Low Voltage **23,818**
- Average Days for Single Light Repair: **30.8**
- Average Days for Major Streetlight Repairs: **98.5**
- Lighting Operating : **89%**
- Light Banner Permits Approved: **1,022**
- New Streetlights Installed: **1,066**
- Remote Monitoring Nodes Installed on Streetlights: **1,046**
- Electronic Plan Checks Processed: **100%**
- Co-located Cell Technology Attachment Permits Approved: **416**
- Electric Vehicle Charging Stations Installed: **150**
- Pedestrian Crosswalk Lighting Upgrades: **70**
- Lights Repaired in: **39,510**
- Incidents Completed vs Reported **79.9%**



FY	Total Number of Electric Vehicle Chargers Installed	New Streetlights Installed	Street Lighting Maintenance Assessment Fund Revenue in Millions
2018-19	150	949	\$46.1M
2019-20	150	1,896	\$45.8M
2020-21	0	980	\$43.7M
2021-22	150	1,066	\$45.7M



Bureau of Street Services

streetsla.lacity.org

Year in and year out, Street Services has proven itself to be consistently reliable, resilient, and dedicated to advancing important innovations. As we focus on maintaining the public rights-of-way – the streets, sidewalks, and trees – our Bureau is also leading the way to a more sustainable future for Los Angeles. Street Services is improving our engineering methods, investing in new technologies, and we are committed to ensuring the City’s public rights-of-way are safe, healthy, and accessible for all Angelenos.

SUSTAINABILITY, CLIMATE RESILIENCY, AND A COMPREHENSIVE APPROACH TO INFRASTRUCTURE

Street Services’s goal is to ensure that the work of the Bureau is sustainable and holistic.

ONE INFRASTRUCTURE

Our “ONE Infrastructure” program implements multi-benefit street improvement projects that include climate change adaptation measures focused on urban cooling, emission reductions, and stormwater capture. “ONE Infrastructure” utilizes Street Services’s asset management system to align all of our core services together, including access ramps, sidewalk repair, resurfacing, tree trimming, and pruning. The goal is to complete all improvements within a short period of time so that the infrastructure is maintained and upgraded around the same time. This program maximizes our resources, aligns our maintenance cycles, and reduces impacts to our constituents.

BIODIVERSITY

The Bureau is committed to uplifting and enhancing the spectacular biodiversity found within the City of Los Angeles. The City’s tree population of approximately 700,000 street trees is one of the largest in the nation and consists of over 1,000 different species, varieties, and cultivars making it one of the most diverse in the world. Street Services is actively working on integrating more native tree species in the City’s existing urban canopy and citing appropriate locations to maximize their benefits. The Bureau has successfully secured millions of dollars in grant funding in the millions supporting biodiversity goals, such as median conversion projects, and integrating greening in active transportation projects. In FY 2021-22, Street Services received \$10 million from the Clean California Local Grant Program, which will fund two transformative biodiversity projects in underserved communities: Martin Luther King Jr. Boulevard Equity & Connectivity through Greening and Creating Urban Habitat



& Biodiversity through Median Greening. The Bureau is working to create a regularly-funded Biodiversity Median Program to support the City’s biodiversity initiatives, create passage and habitat for pollinators, address drought conditions through the use of California natives, and to create nature-based urban cooling. This program also aims to reduce visual blight and improve cleanliness while creating a sense of “place” in communities throughout Los Angeles.

HEALTHY TREE LIFE

Street Services crews are the thoughtful stewards of the City’s robust tree canopy, and recently completed an inventory of over 663,000 street tree sites within 72 Neighborhood Council areas. In FY 21-22, we trimmed over 27,000 trees, planted over 2,300 trees, and removed over 2,600 dead trees. The Bureau is also establishing an updated framework that will improve coordination for tree maintenance activities and increase the success rates for tree establishment across Los Angeles.



A SAFER, HEALTHIER CITY

The City continues to emerge from COVID-19 while also facing historic drought and unprecedented heat. Despite these ongoing challenges, Street Services is committed to improving the quality of life and public health for all Angelenos.

CLEAN, PASSABLE RIGHTS-OF-WAY

Street Services works to ensure that all rights-of-way and paths of travel are accessible, thus improving the lives of all Angelenos, including pedestrians and bicyclists. In FY 2021-22, we addressed over 16,000 obstructed sidewalk locations

across the City. Bureau crews also cleaned and swept over 138,000 curb miles and over 6,200 bike lane miles. Street Services also continued our consistent attention to potholes, completing more than 18,000 service requests and repairing more than a half-million square feet, all within an average turnaround time of 1.7 days.

STREET RENEWAL

In FY 2021-22, the Bureau completed the renewal of more than 1,800 lane miles of streets, including 1,326 lane miles of pavement treatments and 441 lane miles of resurfacing. Over the last decade, we have paved more than 200,000 lane miles – a length equivalent to traveling 80% around the world.

NEW INVESTMENTS IN INFRASTRUCTURE

In FY 2021-22, Street Services procured 14 public toilet facilities to replace existing ones, ensuring no impact to service. These facilities will open to the public beginning in 2023. Access to resources like public toilets is critical as Los Angeles continues to address the homelessness crisis.

ACCESSIBILITY & EQUITY FOR UNDERSERVED COMMUNITIES

Street Services is dedicated to improving the health and well-being of historically underserved communities, and we are making strategic investments to meet the needs of the most vulnerable Angelenos.

EQUITABLE ENGAGEMENT

Street Services is unique among City departments with the creation of our External Relations Team (ERT), made up of seasoned professionals with experience in local government and communications. The ERT leads Street Services's engagement with stakeholders and elected representatives, helps develop policy, and works with all divisions to help coordinate the Bureau's response to service requests. Additionally, as part of our commitment to ongoing communication with Angelenos, in FY 2021-22 Street Services delivered more than 2.3 million Street Sweeping Notifications to registered residents across the City. The Bureau's website features interactive "equity maps" giving stakeholders the ability to see upcoming projects that are scheduled for their community. Street Services is also committed to fostering gender and racial equity within the Bureau, including regular rotation of superintendents to ensure greater opportunities for all. The Bureau is also dedicated to hiring more self-identifying females in non-traditional roles.

RESOURCES FOR THE DISADVANTAGED

In FY 2021-22, Street Services continued to grow the Sidewalk and Park Vending Program. This robust effort included outreach, education and engagement aimed at

increasing compliance with City regulations. This program will continue to be developed in partnership with the City's significant street vending community. Street Services also received \$2 million in federal funding that will help us implement our Cool Neighborhoods Strategy, a program that will directly impact thousands of underserved Angelenos in some of the hottest neighborhoods in the City.

SIDEWALK AND TRANSIT AMENITIES PROGRAM

This past fiscal year, Street Services engaged with thousands of Angelenos as part of our comprehensive outreach strategy for the new Sidewalk and Transit Amenities Program (STAP). STAP is rooted in equity and accessibility for the most vulnerable stakeholders and transit riders. Bus commuters in Los Angeles have an average household income of \$18,000 per year, and climate change has impacted the poorest neighborhoods the hardest. STAP is focused on installing shelters where they are needed the most, and 75% of all new shelters will feature some type of shade structure. STAP will make it easier, safer, and more pleasant for Angelenos to ride the bus – a critical component of our collective work to fight climate change at the local level.

IMPROVING SERVICE DELIVERY THROUGH INNOVATION & INTEGRATION

Street Services continues to focus on innovation and integration to ensure that we optimize resources and operations to meet the current and future demand. The Bureau has also established an internal Innovation Committee to help reach these goals.

SAFER SIDEWALKS

Street Services is committed to ensuring there are safe sidewalks across the City. In FY 2021-22, in addition to completing the Controller's Office Sidewalk Repair Program (SRP) Audit, the Bureau initiated sidewalk condition assessment strategies to inform short- and long-term sidewalk repairs, in collaboration with the Bureau of Engineering and Department of Disability;

NEW TECHNOLOGIES

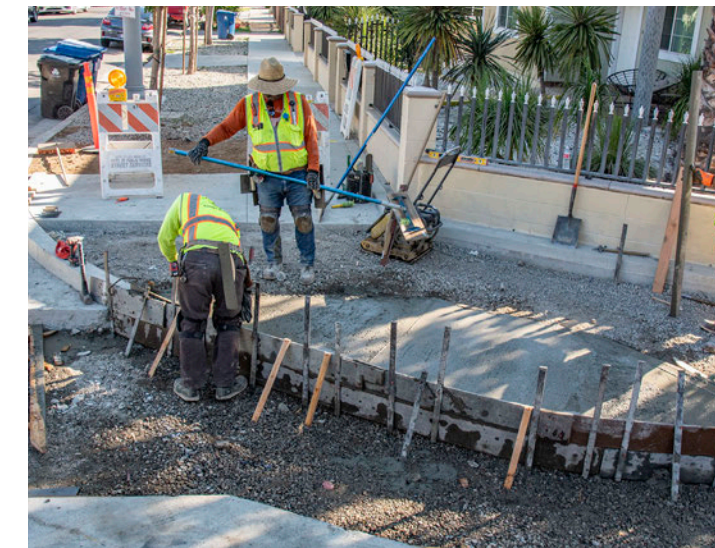
Technological innovations are an essential component to achieving our goals as a Bureau. In FY 2021-22, Street Services created our first "innovation hub," located at the North Hollywood yard, and also deployed our first electric street sweeper. These innovations will reduce our carbon footprint and bring down emissions from street sweeping operations. Street Services has also deployed a proactive data collection technology that will help strategically target maintenance activities across the City. As part of our work to build a more sustainable Los Angeles, the Bureau has also begun assessing cape-seal as an alternative solution for pavement treatment, and we are piloting automated EV bike lane inspection technology.

By the Numbers | BSS

- Number of Projects Awarded: **1,878**
- Pavement Preservation Lane Miles (resurfacing, failed street, slurry) Small Asphalt Repairs (square feet) : **554,887**
- Alleys Streets Renewal (square feet): **403,656**
- Street Sweeping (curb miles swept): **138,668**
- Street Pothole Turnaround Time: **1.7 days**
- Trees Trimmed: **29,512**
- Trees Planted: **2,467**
- Tree Emergency Service Completed Average Working Days: **0.8 days**
- Pedestrian Access Ramps Installed (all funding sources): **325**
- Sidewalk Reconstruction (square feet): **574,155**




FY	Trees Trimmed	Pedestrian Access Ramps Installed (All Funds)	Pavement Condition Index	Service Requests Submitted
2018-19	33,615	556	70	168,380
2019-20	37,000	315	71	140,124
2020-21	31,096	390	70	123,221
2021-22	29,512	325	69	140,471



Adopted Budget: Fiscal Year 2021-22

Sources Of Funding	Board Of Public Works	Contract Administration	Engineering	Sanitation	Street Lighting	Street Services	TOTALS
General Fund	32,045,098	27,818,298	38,161,157	55,221,984	3,073,255	41,413,506	197,733,298
Solid Waste Resource Revenue Fund	292,024			225,520,770			225,812,794
Special Gas Tax Street Improvement Fund	288,431	485,810	4,787,838		3,460,511	61,181,105	70,203,695
Road Maintenance & Rehabilitation Program	81,200						81,200
Stormwater Pollution Abatement Fund	94,256	365,128	3,626,125	13,157,007		5,554,718	22,797,234
Mobile Source Air Pollution Reduction Fund			110,312				110,312
Measure W Local Return Fund			1,084,732	4,491,013			5,575,745
Sewer Operation & Maintenance Fund	2,087,071			272,745,105			274,832,176
Sewer Capital Fund	1,039,192	9,945,643	43,879,891	7,694,248	200,878		62,759,852
Street Lighting Maintenance Assessment Fund	262,908	58,484	73,380		29,990,173		30,384,945
Arts & Cultural Facilities & Services Fund	100,000						100,000
Telecommunications Development Fund			100,289				100,289
Prop A Local Transit Fund		125,795				2,121,456	2,247,251
Prop C Anti-Gridlock Transit Fund	127,373	3,959,852	8,207,796		3,065,343	14,112,008	29,472,372
Los Angeles Regional Agency				102,130			102,130
MICLA 2017 Streetlights Construction Fund							-
Street Banners Trust Fund					100,539		100,539
Used Oil Collection Fund				594,606			594,606
Citywide Recycling Fund	114,412			19,853,282			19,967,694
Household Hazardous Waste Fund				2,970,893			2,970,893
Building and Safety Enterprise Fund			20,000				20,000
Sidewalk and Park Vending						1,259,736	1,259,736
Street Damage Restoration Fee Fund			640,229			40,887,509	41,527,738
Measure R Local Return			612,040		485,403	20,927,639	22,025,082
Central Recycling Transfer Station Fund				1,175,149			1,175,149
Multi-Family Bulky Item Special Fund				3,831,021			3,831,021
Sidewalk Repair Fund	160,473	1,149,253	2,181,159			8,221,193	11,712,078
Measure M Local Return Fund	47,592	1,306,626	1,406,963		890,952	9,559,747	13,211,880
TOTAL FUNDS	36,740,030	41,855,772	104,891,911	607,357,208	41,267,054	205,238,617	1,040,709,709

An aerial photograph of Los Angeles at dusk, showing the city skyline with numerous skyscrapers and a dense urban area. The sky is a mix of light blue and purple, indicating the time is either early morning or late evening. The city lights are beginning to glow, and the overall atmosphere is serene and expansive.

CITY OF LOS ANGELES

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Kenneth Mejia, City Controller

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Bureau of Street Services
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Offices of the Board of Public Works
Dr. Fernando Campos, *Executive Officer*

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