COORDINATION OF ONGOING MAINTENANCE FOR PROJECTS

Infrastructure & Beautification

Strengthening O&M Integration
in LFUCG Capital Roadway Design & Delivery

Environmental Quality & Public Works Committee
September 15, 2026

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Where we left off in October 2025

The issue and the direction were already identified. The work now is about turning that direction into a consistent operating process.

Recurring Challenge:

O&M implications were too often being resolved late in project development, after major design, funding, or scope decisions were already underway.

This created some instances of uncertainty about long-term ownership, maintenance expectations, operational impacts, and project handoff.

Clarify roles

Identify who owns, operates, maintains, repairs, and replaces public ROW assets.

Engage earlier

Bring operations and maintenance perspectives into project development before key decisions are locked in.

Improve handoff

Create clearer closeout, transfer, stewardship, and accountability expectations after construction.

Previous Commitment: Return with a more formalized approach for integrating O&M considerations into roadway project delivery.

What has happened since

Three streams of work have helped validate the direction, assemble the starting materials, and narrow the implementation scope.

External assessment

Smart Growth America

- Assessed LFUCG Complete Streets implementation.
- Reinforced the need for clearer governance, defined roles, repeatable processes, and accountability.
- Reinforced earlier cross-divisional and operational involvement rather than resolving issues late.

Internal groundwork

Existing LFUCG Work

- Draft Roles & Responsibilities matrix assembled from prior O&M work.
- Town Branch Commons O&M Manual provides a real-world assignment model.
- Prior roadway process work provides a starting point.
- Complete Streets Design Manual creates an opportunity for alignment.

Direction + Engagement

Ongoing Work

- Scope narrowed and clarified
- Cross-departmental work group convened
- Planning & EQPW Commissioners reviewed the developing approach
- O&M Division Directors briefed; initial insights gathered and staff participation identified
- Draft, test, refine and implementation workplan established

We are converting prior direction and existing work into a consistent, usable process.

How it fits together

Three questions are guiding the development of three connected tools. Each tool answers a different question, but together they establish one coordinated framework for roadway project delivery.

Scope: LFUCG capital project design and delivery; this effort does not establish requirements for private development.

Who is responsible?

1 **Public ROW Asset Guide**

Defines ownership, maintenance, review, support roles, and asset responsibilities.

When are they involved?

2 **Roadway Design & Delivery Guide**

Establishes O&M checkpoints, coordination, documentation, and decision points.

How does responsibility transfer?

3 **Transition to Operations**

Standardizes handoff, closeout, stewardship information, acceptance, and accountability after construction.

This foundational process will help identify O&M implications earlier; it does not establish a new O&M funding source or resolve future staffing, equipment, or budget capacity needs. Those issues may require separate consideration as needs are identified.

1. Public ROW Asset Guide

A practical internal reference matrix identifying who owns, maintains, reviews, and supports common roadway assets.

PURPOSE

What it will do

Create a consistent reference by asset or element (such as pavement, sidewalks, signals, landscaping, furnishings, stormwater features, and specialty treatments) showing primary responsibility and supporting roles.

STARTING POINT

What we already have

- Draft roles & responsibilities matrix
- Existing departmental practices and subject-matter expertise
- Lessons from past corridor projects or varying scales

WORKPLAN QUESTIONS

Work still to complete

- Validate ownership and terminology
- Resolve overlaps, gaps, and exceptions
- Distinguish owner vs. reviewer vs. maintainer
- Define how the document is maintained and updated
- Determine how staff will access and use it

2. Roadway Design & Delivery Guide

A repeatable process that brings O&M into project development early enough to inform design decisions.

O&M input should occur at defined points throughout the process, and not only near construction or handoff.

WE HAVE

Starting materials

- Prior draft project-development process
- Complete Streets Design Manual outline
- Existing review practices
- Current project experience

WE NEED

Key decisions to define

- Required review points
- Who participates
- What must be documented
- Escalation path when operational concerns and project goals conflict

SUCCESS TEST

Usability standard

The guide must be clear enough to use on routine roadway projects, flexible enough for different project types, and specific enough to create accountability.

3. Transition to Operations Framework

A standard closeout and stewardship process so operational responsibility is explicit before a project becomes “business as usual.”

INFORMATION

What must transfer

- Final asset inventory
- Maintenance expectations
- Warranties and manuals
- Special materials
- Inspection requirements
- Responsible contacts

ACCOUNTABILITY

What must be confirmed

- Responsible division confirmed
- What is routine vs. specialize
- Outstanding punch-list items
- Recurring inspection or replacement needs

STEWARDSHIP

What must remain current

A living record of responsibility and maintenance needs, with a designated owner and update path as assets or practices change.

This framework may inform when a project-specific O&M manual is warranted, without requiring one for every project.

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What Would This Look Like on a Project?

SCOPING
Identify assets, ownership, and new O&M obligations

DESIGN
Engage O&M staff early; review materials, access, and equipment needs

PRE-FINAL
Resolve responsibilities, agreements, and outstanding maintenance needs

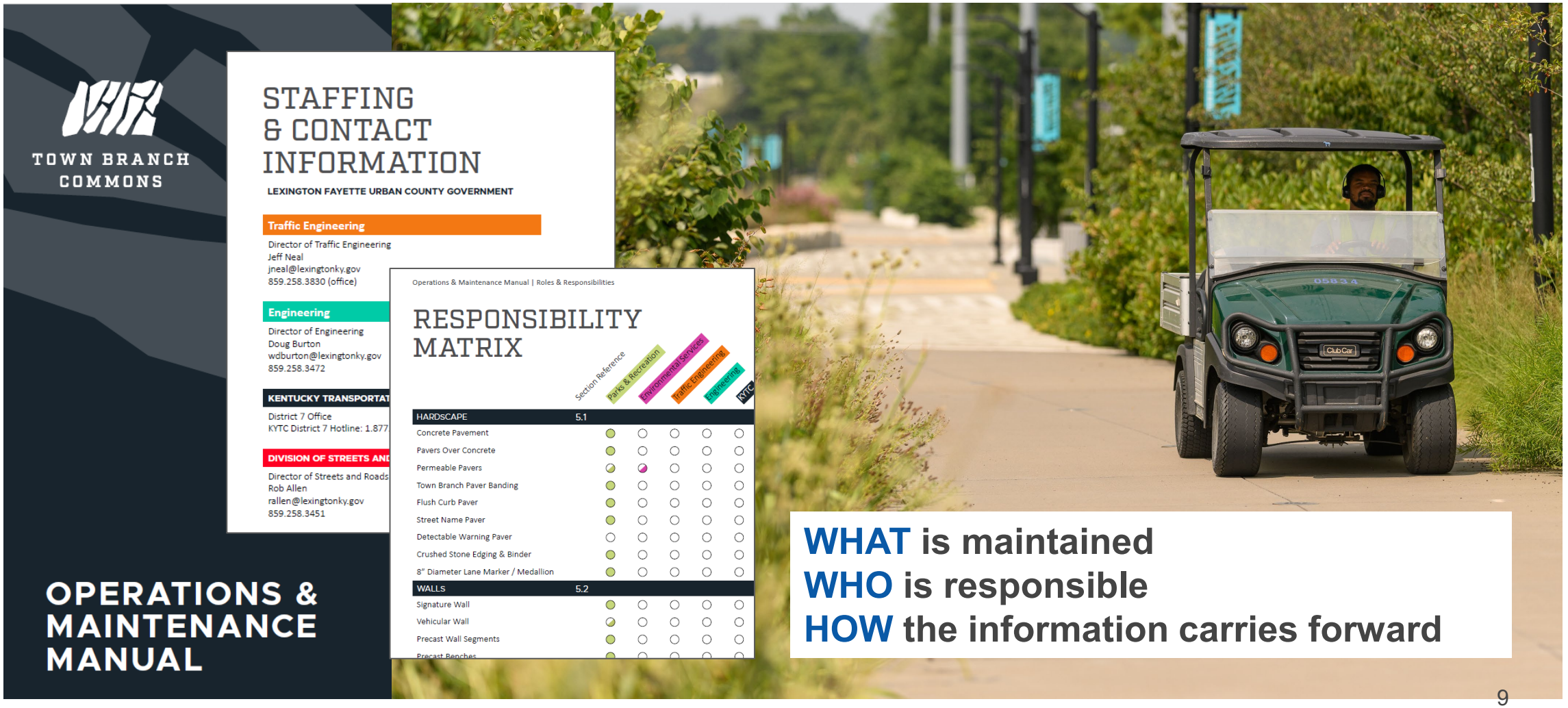
CONSTRUCTION / CLOSEOUT
Transfer as-builts, warranties, product information, and training

OPERATIONS
Maintain assets, monitor needs, and capture lessons learned for future projects

The opportunity now is to move O&M coordination earlier into the process; from scoping through design, construction, and handoff.

A Local Example: TOWN BRANCH COMMONS

Town Branch Commons: A Deliberate O&M Handoff



WHAT is maintained
WHO is responsible
HOW the information carries forward

Proposed Work Plan: From Immediate Coordination to Consistent Process

Can Begin Now

Phase 1

Align & Start

- Confirm scope and intended users
- Begin Engineering & Planning coordination improvements
- Identify appropriate administrative mechanism, ownership, and accountability approach

Phase 2

Evaluate & Define

- Continue/expand cross-departmental work group to inventory existing materials, roles & responsibilities, and current practices
- Identify current project touchpoints, gaps, overlaps, and decision points

Phase 3

Draft & Test

- Refine Public ROW Asset Guide / responsibility matrix
- Draft Roadway Design & Delivery Guide
- Draft Transition-to-Operations / handoff framework
- Test against active and recent projects of varying scale

Phase 4

Validate & Resolve

- Technical, Law, and leadership review
- Confirm administrative mechanism, process ownership, accountability, and escalation
- Align with Complete Streets Design Manual and division procedures
- Revise based on project testing

Phase 5

Finalize & Roll Out

- Finalize tools and document ownership
- Establish update / governance process
- Prepare staff onboarding and training
- Implement, monitor, and refine as needed

Moving the Work Forward

The tools and procedures will be developed with the people who design, review, operate, maintain, and support roadway projects.
A work group will develop the drafts, with broader technical and leadership review at defined points.

Develop

Core work group

Planning, Engineering, EQPW along with O&M Divisions, Law, and other technical staff as needed.

Primary role: develop drafts, identify real-world gaps, resolve terminology, and test usability.

Validate

Technical + operational review

Bring in Traffic Engineering, Streets & Roads, Environmental Services, and other asset owners or reviewers where the topic requires their expertise.

Primary role: validate responsibilities, identify operational implications, and confirm practical implementation.

Authorize/Support

Leadership + governance

Commissioners, directors/managers, and Law review administrative mechanism, accountability, implementation, and matters requiring leadership resolution.

Primary role: resolve cross-department issues and authorize/support implementation.

TODAY: Review the direction and work plan, and support continued detailed development.
NEXT: Return with tested tools, draft procedures, and a recommended implementation approach.

Questions?

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