

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

DATE: November 18, 2021

TO: Honorable Mitch O'Farrell, Chair
Honorable Paul Koretz, Member
Honorable Kevin de León, Member
Honorable Paul Krekorian, Member

Energy, Climate Change, Environmental
Justice, and River Committee

FROM: Barbara Romero, Executive Director and General Manager
LA Sanitation and Environment



SUBJECT: LA SANITATION AND ENVIRONMENT (LASAN) - REPORTS BACK ON CARE+ Cleanups / COVID-19 Crisis / Homeless Encampments / Centers for Disease Control (CDC) Guidelines, (CF#s: 21-0031)

On June 30, 2021 LA Sanitation and Environment (LASAN) reported back to the City Council on motion 21-0031 (Bonin, Raman, de Leon, Harris-Dawson) and the Council, then instructed LASAN to require certain voluntary, service-based protocols for CARE+ operations citywide. The additional requirements instituted by Council have been implemented by LASAN and have been made a regular, and standard component of LASAN's street engagement and hygiene services.

Background:

LASAN reorganized the CARE/CARE+ program to support the instructions instituted by the Council as part of the deployment of the street engagement and hygiene services in September of 2021. Staff hiring was prioritized by LASAN to fill existing vacancies from the previous fiscal year, as well as moving forward with hiring the authorized positions; including much needed management support for the division for this fiscal year. While LASAN has aggressively moved forward with hiring, there still exists a number of other relevant and pressing issues that need to be addressed including priority scheduling of services.

The establishment of a 14-day rotational calendar for posted comprehensive servicing has led to a more streamlined deployment of services. LASAN has developed and implemented the 14-day priority schedule; a clear, robust, and transparent schedule; access has been provided to support agencies including the Unified Homeless Response Center (UHRC) and other service providers as directed by Council to ensure full programmatic support.

Below is the daily deployment schedule from LASAN's Livability Services Division:

MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY	
TEAM	ASSIGNMENT	TEAM	ASSIGNMENT	TEAM	ASSIGNMENT	TEAM	ASSIGNMENT	TEAM	ASSIGNMENT
FSZ CARE+1 Wash	SKID ROW	FSZ CARE+1 Wash	SKID ROW	FSZ CARE+1 Wash	SKID ROW	FSZ CARE+1 Wash	SKID ROW	FSZ CARE+1 Wash	SKID ROW
FSZ CARE+2 Wash	GRAND	FSZ CARE+2 Wash	GRAND	FSZ CARE+2 Wash	GRAND	FSZ CARE+2 Wash	GRAND	FSZ CARE+2 Wash	GRAND
FSZ CARE+3 Wash	DTLA/Conting.	FSZ CARE+3 Wash	DTLA/Conting.	FSZ CARE+3 Wash	DTLA/Conting.	FSZ CARE+3 Wash	DTLA/Conting.	FSZ CARE+3 Wash	DTLA/Conting.
ABH CARE+	IMPERIAL	ABH CARE+	BEACON	ABH CARE+	ST. ANDREWS	ABH CARE+	SUNSET	ABH CARE+	WILMINGTON
ABH CARE+	WESTERN	ABH CARE+	HOPE	ABH CARE+	LAFAYETTE	ABH CARE+	CIVIC	ABH CARE+	OHS Venice
ABH CARE+	THE WILLOWS	ABH CARE+	TINY HOMES	ABH CARE+	VAN NUYS	ABH CARE+	AETNA	ABH CARE+	RAYMER
ABH CARE+	LODI	ABH CARE+	EL PUEBLO	ABH CARE+	SCHRADER	ABH CARE+	Nav Ctr	ABH CARE+	LOTUS
ABH CARE+					TH ALEXANDRIA				
ABH CARE	Beacon Wilmington	ABH CARE	Imperial Wilmington	ABH CARE	Beacon Imperial	ABH CARE	Lafayette	ABH CARE	Civic Center
ABH CARE	St. Andrews Hope	ABH CARE	Civic Center Lotus	ABH CARE	Western Lotus	ABH CARE	St. Andrews Hope	ABH CARE	LA River
ABH CARE	Raymer Aetna	ABH CARE	Van Nuys The Willows	ABH CARE	Raymer Aetna	ABH CARE	Tiny Homes The Willows	ABH CARE	Van Nuys Tiny Homes
ABH CARE	Sunset El Pueblo	ABH CARE	Schrader Lodi	ABH CARE	Sunset Lodi	ABH CARE	Schrader El Pueblo	ABH CARE	Western Lafayette
CW CARE+	CD3	CW CARE+	CD1	CW CARE+	CD10	CW CARE+	CD1	CW CARE+	CD2
CW CARE+	CD5	CW CARE+	CD2	CW CARE+	CD11	CW CARE+	CD3	CW CARE+	CD6
CW CARE+	CD8	CW CARE+	CD6	CW CARE+	CD14	CW CARE+	CD4	CW CARE+	CD8
CW CARE+	CD11	CW CARE+	CD7	CW CARE	CD1	CW CARE+	CD5	CW CARE+	CD10
CW CARE+	CD14	CW CARE+	CD9	CW CARE	CD2	CW CARE+	CD7	CW CARE+	CD13
CW CARE	CD1	CW CARE+	CD12	CW CARE	CD3	CW CARE+	CD9	CW CARE	CD1
CW CARE	CD2	CW CARE+	CD13	CW CARE	CD4	CW CARE+	CD12	CW CARE	CD3
CW CARE	CD4	CW CARE+	CD15	CW CARE	CD5	CW CARE+	CD15	CW CARE	CD4
CW CARE	CD6	CW CARE	CD3	CW CARE	CD6	CW CARE	CD2	CW CARE	CD5
CW CARE	CD7	CW CARE	CD4	CW CARE	CD7	CW CARE	CD6	CW CARE	CD7
CW CARE	CD9	CW CARE	CD5	CW CARE	CD8	CW CARE	CD8	CW CARE	CD9
CW CARE	CD10	CW CARE	CD8	CW CARE	CD9	CW CARE	CD10	CW CARE	CD11
CW CARE	CD12	CW CARE	CD10	CW CARE	CD13	CW CARE	CD11	CW CARE	CD12
CW CARE	CD13	CW CARE	CD11	CW CARE	CD12	CW CARE	CD13	CW CARE	CD14
CW CARE	CD15	CW CARE	CD14	CW CARE	CD15	CW CARE	CD14	CW CARE	CD15

LEGEND
FOCUSED SERVICE ZONES
ABH CARE+
ABH CARE
CARE+
CARE

This deployment schedule repeats every week. Priority service locations for all CARE+ days of service are due 14 days prior to servicing per Council instruction. If priority service locations are not identified, then LASAN may schedule service locations as appropriate or reallocate resources where necessary.

The street engagement and hygiene services established the practice of establishing a safe zone for unhoused residents to safeguard belongings during operations. As part of community enrichment and building rapport, LASAN has conducted a pilot tent exchange program in ABH CARE+ operations and plans to implement a permanent tent exchange and distribution program citywide. Water bottles and sanitary kits are also part of the distribution of hygiene services. LASAN will look at establishing regular areas to set up the zones for service locations that are repeatedly scheduled as this will provide a more consistent delivery of services.

Hiring and Facilities

LSD has worked closely with Personnel to hire and onboard over 40 vacancies in the division but there is still more ground to cover. While this has allowed for an equitable deployment of CARE+ teams dedicated to each of the 15 Council Districts, ABH SECZ, and the Focused Service Zones, each of the CARE+ teams are operating at a reduced capacity. The phased hiring plan involves onboarding the 2 CARE+ teams in the budget and the 7 CARE+ teams in the Unappropriated Balance (UB) to fully staff each of the 22 CARE+ teams.

The 2 CARE+ teams with 9 months funding are slated to operate from the Lopez Canyon LSD Deployment Yard. This location has been in development since the CARE launch in 2019. Staff currently operating from the East Valley District have temporarily been operating from this location while Lopez Canyon is being developed. However, with the FY 21/22 expansion, adjustments to the deployment were made to accommodate the additional personnel. Staff at the East Valley District will remain at this location which will allow the new staff to occupy Lopez Canyon.

To avoid delaying the hiring of the 2 CARE+ Teams, LSD will hire and deploy them with an altered work schedule M-F from 3:00 P.M. – 11:30 P.M. As of present, all LSD facilities are being staffed at maximum capacity and the Lopez Canyon yard is not yet operational so this arrangement will allow additional staffing without imposing logistical challenges. With this altered work schedule, staff can conduct critical operations such as illegal dumping cleanup, emergency response, and also complete special requests that arise.

This will allow LASAN to provide additional staff support to ongoing field operations while not incurring additional overtime costs and eliminating the need for additional rental vehicles. Additionally, these teams will be able to separately respond to service locations as part of a larger, citywide support process including overnight or early morning support should overtime funding remain available.

This model will be deployed as a pilot for the rest of this fiscal year. The tentative plan is that once additional, developing facilities are opened, the late-shift staff will transition to a regular daytime schedule. Otherwise, if the model is proven successful, then LASAN will explore the possibility of maintaining an alternate schedule.

Seven (7) CARE+ Teams in the Unappropriated Balance

While additional facilities are in development, LASAN is requesting that the remaining teams still in the UB be moved forward and authorized so that LASAN can continue the momentum, continue hiring of positions that are already difficult to hire, and be ready to deploy staff as new facilities come online. Pending new facilities, these teams will operate between the hours of 3:00 pm - 11:30 pm.

A request for one (1) Solids Resources Superintendent is being requested to provide Management oversight during the altered work schedule. Ensuring Management coverage during these hours is critical to oversee and maintain all citywide operations taking place between the hours of 3:00 pm - 11:30 pm. Additionally, one (1) Sanitation Wastewater Manager I is being requested to provide

adequate Management oversight over the Mobile Hygiene Unit (MHU) Program and the citywide pressure washing operations occurring as part of the enhanced services. The Sanitation Wastewater Manager I is critical to oversee all aspects of wastewater operations within the LSD. If this is not approved this will further delay the deployment of critical, non-deferrable services.

The requested UB positions include the following at 6 and 3 month funding:

6 month funding (3 CARE+ Teams)

- (1) Sr. Environment Compliance Inspector (4293)
- (2) Refuse Collection Supervisor (4101)
- (6) Environment Compliance Inspectors (4292)
- (9) Refuse Collection Truck Operators (3580-2)
- (12) Maintenance Laborers (3112)

3 month funding (4 CARE+ Teams)

- (2) Sr. Environment Compliance Inspectors (4293)
- (1) Refuse Collection Supervisor (4101)
- (8) Environment Compliance Inspectors (4292)
- (12) Refuse Collection Truck Operators (3580-2)
- (16) Maintenance Laborers (3112)

Additional requested positions to support the 7 CARE+ Teams include the following at 6 month funding:

- (1) Solid Resources Superintendent (4102)
- (1) Sanitation Wastewater Manager I (4128-1)
- (1) Sr. Management Analyst II (9171-2)
- (1) Sr. Management Analyst I (9171-1)

Ongoing and Upcoming Programs:

LASAN has begun the process of preparing to support ongoing, and upcoming programs as it relates to citywide efforts. LASAN will provide support services to other agencies as needed for addressing health hazards, and addressing trash, litter, and debris including the storage of personal property or other as-needed sanitary services. As more and more support is called upon from LASAN, the need for additional internal assistance will be requested.

Currently the process to schedule a posted comprehensive cleaning requires 14 days prioritization prior to posting the location for servicing. With the addition of the designated locations under LAMC 41.18; LASAN will coordinate with City Council, LAPD (Los Angeles Police

Department), CAO (City Administrative Officer), and the UHRC (Unified Homelessness Response Center) to ensure prioritization of scheduling is achieved. This process will be incorporated into the current process as it relates to posted comprehensive cleanings; however, once a permanently posted sign is placed under LAMC 41.18, then compliance can be sought after the initial 14-day posting notification has elapsed. LASAN will need additional staffing to support the scheduling of these citywide supported services.

4 CARE Teams in the FY 21/22 Adopted Budget

Currently every ABH SECZ receives dedicated service which includes two days a week of CARE service and one day a week of CARE+ comprehensive servicing. The comprehensive CARE+ cleaning schedule creates transparent and predictable service within each posted ABH SECZ. CARE+ service is always on the same day of the week and signs are permanently posted in each zone. CARE+ includes the removal of line-of-sight health hazards, the removal of trash, litter, and debris, and sanitizing the public right of way, and seeking compliance with ADA egress/ingress accessibility. These dedicated CARE/CARE+ ABH teams are currently providing sufficient service on a routine schedule.

Due to the urgent need of additional facilities to support the new personnel, LASAN is prioritizing the hiring of the 7 CARE+ teams. Further, the current teams dedicated to ABH servicing are providing each SECZ with three days a week of service which does not impact the Council Districts dedicated CARE+ teams.

In order to facilitate the need to coordinate these expanded requests for services, LASAN recommends the approval of making use of staffing and funding made available for the four CARE Teams for the much needed administrative support. There exists sufficient funding and staffing for the 14 positions. These positions will be needed and will be organized to support the citywide process under the LAMC, as well as coordinating with service providers to ensure proper canvassing and notifications are made prior to servicing. Additionally, this staff will need to oversee any and all new contractual relationships and requirements that may arise in support of this process. Their duties will include but not be limited to contract compliance and oversight, data support, and invoicing and payment processing.

The requested 14 positions include the following:

- (1) Sr. Management Analyst II (9171-2)
- (1) Sr. Management Analyst I (9171-1)
- (1) Sr. Administrative Clerk (1368)

- (5) Management Analysts (9184)
- (5) Administrative Clerks (1358)
- (1) Accounting Clerk (1223)

Without these additional administrative support staffing positions, LASAN will not be able to adequately meet the increased demand for services and support the large amount of field operations occurring on a daily basis.

Challenges:

LASAN will continue to request ongoing and continued LAPD support for staff safety while conducting operations in the field, but also for those whom we jointly serve. Currently, LAPD supports LASAN while operating at Posted Comprehensive Cleanings; LASAN is requesting additional support as the need for that service increases. This includes onsite support, continued and dedicated radio dispatch support and training, and “Zone Coverage” as appropriate.

While LASAN continues to prioritize hiring; filling existing vacancies, and hiring staffing for this fiscal year, LASAN is facing shortages with availability of facilities for staffing, equipment, and supplies. In order to facilitate the hiring process while being mindful of the shortage of available space, LASAN will explore as a pilot the use of staff on an altered schedule.

Currently the normal reporting work hours for LASAN staff is Monday through Friday; 6 am to 2:30 pm. While this schedule allows for regular servicing during normal business hours, the need for afterhours support with dedicated staffing and supervision is evident. LASAN recommends that the 2 CARE+ Teams that are to be hired this fiscal year be hired on an altered schedule to augment and support after hours support.

Recommendations:

LASAN requests the following:

1. Hiring Administrative Support Staff within Livability Services Division and affirm the current 14-day priority scheduling to be synchronized for all citywide service operations.
2. Hire and deploy 2 CARE+ Teams on Altered Shift, on a pilot basis including proper supervisory staff.
3. Authorize the hiring of staff in the Unappropriated Balance which will allow for continuous hiring and deployment of resources on an altered work shift of 3:00 pm - 11:30 pm. When facilities come online, the staff will transition and be incorporated into the 22 CARE+ teams to bring these teams to full capacity.

4. Appropriate \$5,838,000 from the Unappropriated Balance Fund No. 100/58, to LA Sanitation & Environment Fund No, 100/82, various accounts to be used to provide the services of seven (7) CARE+ Teams and support to keep City sidewalks and other public areas safe, clean, sanitary, and accessible, removing abandoned waste from public right-of way, and cleaning homeless encampments as follows:
 - a. \$3,095,000 to APPR Unit 001010, Salaries General.
 - b. \$2,274,000 to APPR Unit 003040, Contractual Services.
 - c. \$32,000 to APPR Unit 003090, Field Equipment.
 - d. \$11,000 to APPR Unit 004430, Uniforms.
 - e. \$81,000 to APPR Unit 006010, Office and Administrative.
 - f. \$345,000 to APPR Unit 006020, Operating Supplies.

Thank you in advance for your continued support of LASAN. If you have any questions or would like to discuss any of these items further, please feel free to contact me or Jose P. Garcia, Assistant Director, at (213) 485-2210.

c: Members of the City Council

Richard H. Llewellyn Jr., Acting Chief of Staff, Mayor's Office

Mary Hodge, Deputy Chief of Staff and Deputy Mayor, Mayor's Office of City Services

Jeanne Holm, Deputy Mayor, Mayor's Office of Budget and Innovation

Jose "Che" Ramirez, Deputy Mayor, City Homeless Initiatives

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LASAN Executive Team

LASAN LSD