

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

DATE: March 31, 2022

TO: Honorable Mitch O'Farrell, Chair
Honorable Paul Koretz, Member
Honorable Kevin de León, Member
Honorable Paul Krekorian, Member
Honorable Gil Cedillo, Member
Energy, Climate Change, Environmental Justice, and River Committee
Homeless and Poverty Committee

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



SUBJECT: RESPONSE TO INSTRUCTIONS OF COUNCIL FILE NOS. 22-0116, 22-0118, 22-0121, 22-0122

On February 1, 2022, multiple motions in response to the ever-growing need to educate, eradicate and enforce against illegal dumping were introduced at City Council. LASAN will use this report to respond to the following motions:

- Council File: 22-0116; CleanStat Street Indexing System / Illegal Dumping / Tonnage Collected / Enforcement / Environmental Design Techniques, (de León, O'Farrell)
- Council File: 22-0118; Illegal Dumping and Trash / Fund Allocation / Integrated Strategy / 48 Hour Response, (de León, O'Farrell)
- Council File: 22-0121; Illegal Dumping / Enforcement and Prosecution Program Establishment / Resources, (de León, O'Farrell)
- Council File: 22-0122; CARE and CARE+ Cleanup Teams / Equipment Storage / Staff Deployment / Site Identification, (de León, O'Farrell)

Additionally, On August 25, 2021, the City Council approved a Personnel, Audits, and Animal Welfare (PAAW) Committee report instructing LA Sanitation and Environment (LASAN) to report on several items related to illegal dumping in the public right-of-way based on recommendations included in the City Controller's report, "Piling Up: Addressing L.A.'s Illegal Dumping Problem." LASAN has submitted a separate report to PAAW in response to its direction regarding the City Controller's Report.

The following report is a comprehensive review of LASAN's programs and services that are related to Illegal Dumping.

RECOMMENDATIONS FOR COUNCIL ACTION

LASAN recommends the following for consideration and approval:

1. APPROVE the following 61 resolution authority positions with funding, for the period noted below, subject to an expedited position allocation by the Personnel Department and expedited pay grade determination by the Office of the City Administrative Officer, Employee Relations Division, and authorize LASAN and the Personnel Department to initiate hiring processes effective immediately. Authorize the following positions to be employed by LASAN for support to keep City sidewalks and other public areas safe, clean, sanitary, and accessible, removing abandoned waste from the public right-of-way.

The 61 requested positions include the following at 9 months funding:

- (1) Solid Resources Manager I (4126-1)
 - (1) Solid Resources Superintendent (4102)
 - (1) Refuse Collection Supervisor (4101)
 - (1) Sr. Environmental Compliance Inspector (4293)
 - (34) Refuse Collection Truck Operators (3580-2)
 - (10) Environmental Compliance Inspectors (4292)
 - (9) Maintenance Laborers (3112)
 - (2) Administrative Clerk (1223)
 - (1) Service Coordinator (0883)
 - (1) Geographic Information Specialist (7213)
2. APPROPRIATE \$4,442,967 from the General Fund to LA Sanitation and Environment Fund No. 100/82, various accounts to pay for the salaries & expenses and \$10,701,350 from the Municipal Improvement City of Los Angeles, account TBD to purchase twenty-five (25) collection vehicles. Authorize by resolution, subject to allocation and pay grade determination, sixty-one (61) positions to be employed by LASAN for support to keep City sidewalks and other public areas safe, clean, sanitary, and accessible, removing abandoned waste from the public right-of-way:

General Fund:

- \$3,862,327 to APPR Unit 001010, Salaries General
- \$10,602 to APPR Unit 003040, Contractual Services
- \$570,038 to APPR Unit 006020, Operating Supplies.

Municipal Improvement City of Los Angeles:

- \$10,701,350 to APPR Unit XXXXX, TBD

3. INSTRUCT the CAO and Personnel Department to prioritize the hiring processes associated with the 61 resolution authority positions required to keep City sidewalks and other public areas safe, clean, sanitary, and accessible, by removing abandoned waste from the public right-of-way and ensuring investigation takes place alongside servicing.

4. Instruct LASAN to report back in 60-days regarding the development for future consideration of a multi-platform, multilingual marketing and engagement strategy to conduct education to a broad range of constituents to expand outreach and engagement.
5. Coordinate with all Council Offices and the Board of Public Works to further develop and implement the Clean LA program where appropriate.
6. Continue and expedite the development of existing facilities and instruct the CAO and GSD to identify additional commercial properties suitable for staff and equipment along with the funding needed to lease those commercial properties.
7. Instruct the Department of General Services to report back with resources needed to support this proposal.
8. Direct LASAN to reconvene the interdepartmental Illegal Dumping Working Group made up of representatives from LASAN, BSS, BSL, LAPD, City Attorney's Office, Department of Water and Power, and Recreation and Parks. Refer matters for Working Group consideration related to:
 - a. camera enforcement
 - b. a progressive fee/fine structure for illegal dumping
 - c. environmental design to deter illegal dumping
9. AUTHORIZE the CAO and LASAN to make technical corrections as necessary to these transactions included in this report to implement Mayor and Council intentions.

BACKGROUND

LASAN is the environmental utility in the City of Los Angeles, and its mission is to protect public health and the environment through its various programs, including the Solid Resources Program and the Environmental Quality Program.

LASAN has created specific programs and policies to address illegal dumping, unwanted household items, abandoned waste, hazardous materials, and biowaste. While these complex and intricate programs and policies are designed and built to overlap and interweave into a connected system of service, LASAN recognizes that the programs must be further enhanced to reach even more residential and commercial customers and maximize the services' utmost potential.

The photos below show examples of locations designated as illegal dumping in LASAN operations.



Illegal dumping is both a public hazard and blight in our public-right-of-ways. To address illegal dumping, a holistic and comprehensive plan must be executed to further strengthen the services to abate illegal dumping.

This report-back outlines LASAN programs and discusses, in responding to Council's motions, how education, coordination, eradication, enforcement, and expansion are some key components of addressing illegal dumping. This report also discusses current team configuration as well as provides a background on facilities and the need for further expansion. Ultimately, this report explores LASAN's aim to further leverage the existing services in the City and determine how to bolster, enhance, and streamline these services to better address illegal dumping in the City.

HOLISTIC APPROACH

Discussed below is the plan to address illegal dumping through a comprehensive and holistic approach focusing on education, coordination, eradication, enforcement, and expansion.

• EDUCATION

Education is a critical component of keeping the City clean. Currently, LASAN's programs primarily lead their own grassroots outreach efforts, supplemented by LASAN's small internal marketing and community services groups.

LASAN utilizes several educational tools to ensure that businesses and residents are informed of the proper way to dispose of trash and debris.

1. Citywide Approach

Social media is an important communication tool. LASAN utilizes five media channels through Facebook, Twitter, Next Door, Linked-In, and Instagram reaching one million residents with weekly posts encouraging reporting of illegally dumped materials through the city's MyLA311 app or LASAN's hotline number. Periodic emails also reach 95,000 customers with outreach of a similar nature. Staff from LASAN's Community Services Group (CSG) regularly attend events throughout the city to spread the message on proper disposal of trash and bulky items, as well as recycling opportunities.

2. The Commercial Sector

On the commercial side, the LA Industry Program provides education and guidance for Industrial Businesses on the best and safest ways to dispose of industrial waste and promote a circular economy through recycling and reuse.

Clean Up Green Up (CUGU) is another outreach effort to promote pollution prevention and clean communities, centered in Wilmington, Sun Valley/Pacoima and Boyle Heights. The goal of CUGU is to reduce the environmental burden in participating communities. Businesses are educated and assisted on compliance with regulatory requirements.

The recyclLA inspection team acts as ambassadors, educating and assisting commercial and multi-family customers. recyclLA canvassing and education and outreach to businesses, includes topics such as how to request additional as-needed service, educating customers on the ability to increase recycling at no additional cost, reminding businesses to source separate and tear down cardboard boxes, and distributing illegal dumping flyers to all businesses within a defined target area.

While education is a critical component to addressing illegal dumping, at this juncture, LASAN is recommending (1) Service Coordinator to assist with launching these efforts in a centralized and coordinated manner while an assessment of the necessary funding and staff resources can be further developed to ensure that the totality of service is addressed in upcoming budget proposals and discussions.

- **ERADICATION**

Coordinating the many resources in performing cleaning activities on our public right-of-way can ensure that various resources do not overlap. For example, a high volume of illegal dumping and household items are scheduled through MYLA311, and without proper coordination, other entities may clean those locations without notifying LASAN resulting in wasted time and resources for LASAN staff. Coordination among stakeholders like the Council Offices and other agencies like neighborhood councils and non-governmental organizations (NGOs), among others, will reduce overlap resulting in a more efficient service.

1. Intra-City Coordination: CleanLA

CleanLA is a program organized by the Board of Public Works Office of Community Beautification (OCB) in partnership with LASAN. LASAN has worked to develop and streamline a more comprehensive and efficient model of deployment and support for cleaning and maintaining the City's public right-of-ways and is working with OCB's participating NGOs to provide structural assistance for the CleanLA Program.

According to the Board of Public Works Office, the OCB spends approximately \$21-26 million annually, encompassing twelve cleaning programs and approximately 200 employees including: a) \$8.7 million for the CleanLA program with approximately 113 staff; b) \$1.8-\$2.4 million for Skid Row services; c) \$6 million for mobile hygiene service with 19 mobile pit stops and 15 shower locations; d) \$2-6 million for Council District Supplemental Cleanups; e) \$4.1 million for Clean Streets; f) \$1.8 million for Clean and Green; g) \$200,000 for LA River Keepers/Rangers clean-ups; h) \$2-6 million in supplemental clean up services; i) \$100,000 for BID services and, j) various amounts of grant funding for Clean Jobs for LA; Justice Funds Clean Ups and no-cost programs including volunteer clean-ups and the Adopt-A-Median program. This does not include funding and services for graffiti abatement.

There are 16 OCB contractors/vendors providing cleanup services including:

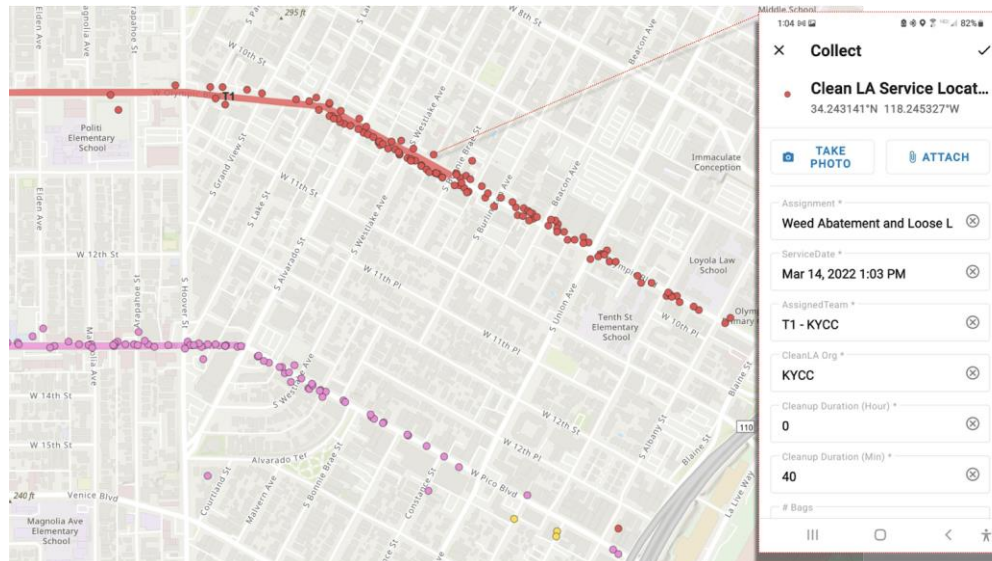
1. Coalition for Responsible Community Development
2. Gang Alternative Program
3. Koreatown Youth and Community Center
4. New Directions for Youth

5. Northeast Graffiti Busters
6. Pacific Graffiti Solutions
7. West Valley Alliance
8. Sylmar Graffiti Busters
9. Los Angeles Conservation Corps
10. Hollywood Beautification Team
11. Central City Action Committee
12. Graffiti Control Systems (sparingly or nearly none)
13. Urban Alchemy
14. Five Keys Schools and Programs
15. Potential New: Chrysalis
16. Potential New: Aztecs Rising

The first seven vendors on this list provide services for the CleanLA program.

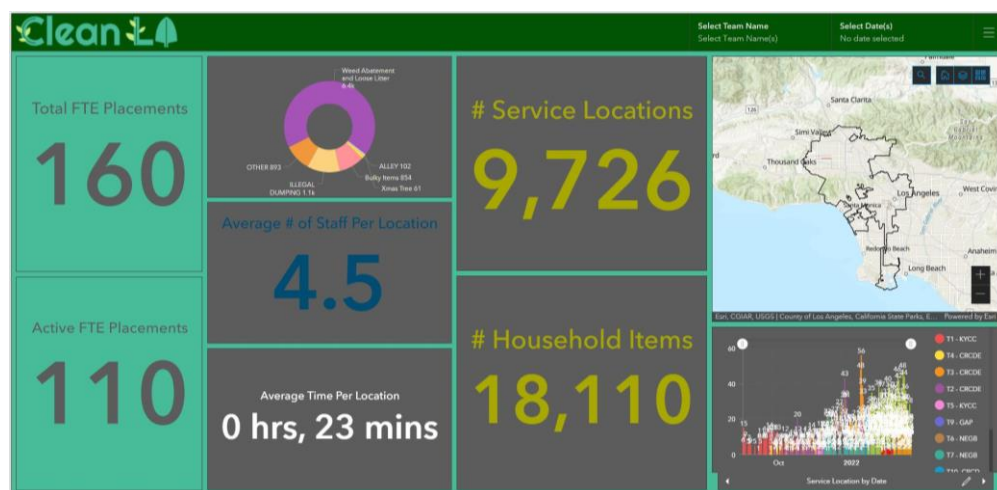
The coordination between these entities in CleanLA is designed to prevent the overlapping of services in pre-identified high-need corridors identified by LASAN using CleanStat data. CleanStat is a street-by-street assessment to collect data used to determine cleanliness of all streets in the City of Los Angeles. The program assesses the city streets at least twice a year to identify unreported items like household items, e-waste, tires, illegal dumping, mattresses, metal/white goods, shopping carts, loose litter, and weeds. The data are then input in a grading formula that indicates the cleanliness of a particular street. The grades are 1 (clean), 2 (moderately clean), and 3 (not clean). OCB NGOs service corridors two (2) days after the scheduled LASAN collections to perform litter and weed abatement and remove remaining debris. The corridors are scheduled to be serviced every week, allowing the CleanLA Partners to determine the amount of resources needed to keep an area clean and gauge the impact of consistent-service to the corridors.

Additionally, LASAN Geographic Information System (GIS) staff provided a mobile application that each participating NGO staff uses to view the scheduled service corridors, assign service areas, and document the services provided by collecting metrics and images of the service locations.



The mobile app shown above allows CleanLA NGO staff to collect data on the service provided.

LASAN has also provided CleanLA management staff with a live-view dashboard that displays the service locations and associated metrics. CleanLA management staff can use the dashboard to query service locations by group or by date thereby allowing staff to assess the performance of each individual participating organization. As of March 31, 2022, the application has logged 9,726 service locations within the program's assigned areas. Some metrics that CleanLA partners collect using the application include the number of bags, number of "Bulky Items," number of staff to service a location, and the length of the service.



LASAN provided CleanLA management a dashboard as shown above to allow management to keep track of the provided services.

LASAN has provided all participating organizations with accounts and access to online and mobile applications at no cost and will continue providing any needed technical support. LASAN, using

its data and available tools, provided CleanLA partners a more data driven approach to servicing high service need corridors.



CleanLA partners have extensively used the mobile application provided by LASAN to record performed services.

The CleanLA Coordination highlights how communication and collaboration can streamline service which ultimately leads to efficiency and a greater impact to the community. LASAN will continue to work with the Board of Public Works to establish a robust schedule that will eliminate duplicative services. As demonstrated by the CleanLA Coordination, delineating roles, such as assigning nonprofit organizations to address litter, debris, and weed abatement throughout the City, helps eliminate overlapping of services with LASAN activities. Developing a service-schedule and identifying chronic areas that require regular and routine maintenance using data are vital for a coordinated, focused, and strategic approach to cleaning and maintaining public spaces.

2. *Council District Efforts*

Council Offices often fund various support services via discretionary funding. LASAN recommends that the Council Offices coordinate with LASAN to utilize the same process established with the CleanLA program to address supplemental trash, litter, and debris collection activities outside of established LASAN services. This will avoid any overlap or duplication of services, while most importantly, filling the service gaps that currently exist, providing a more efficient deployment of resources.

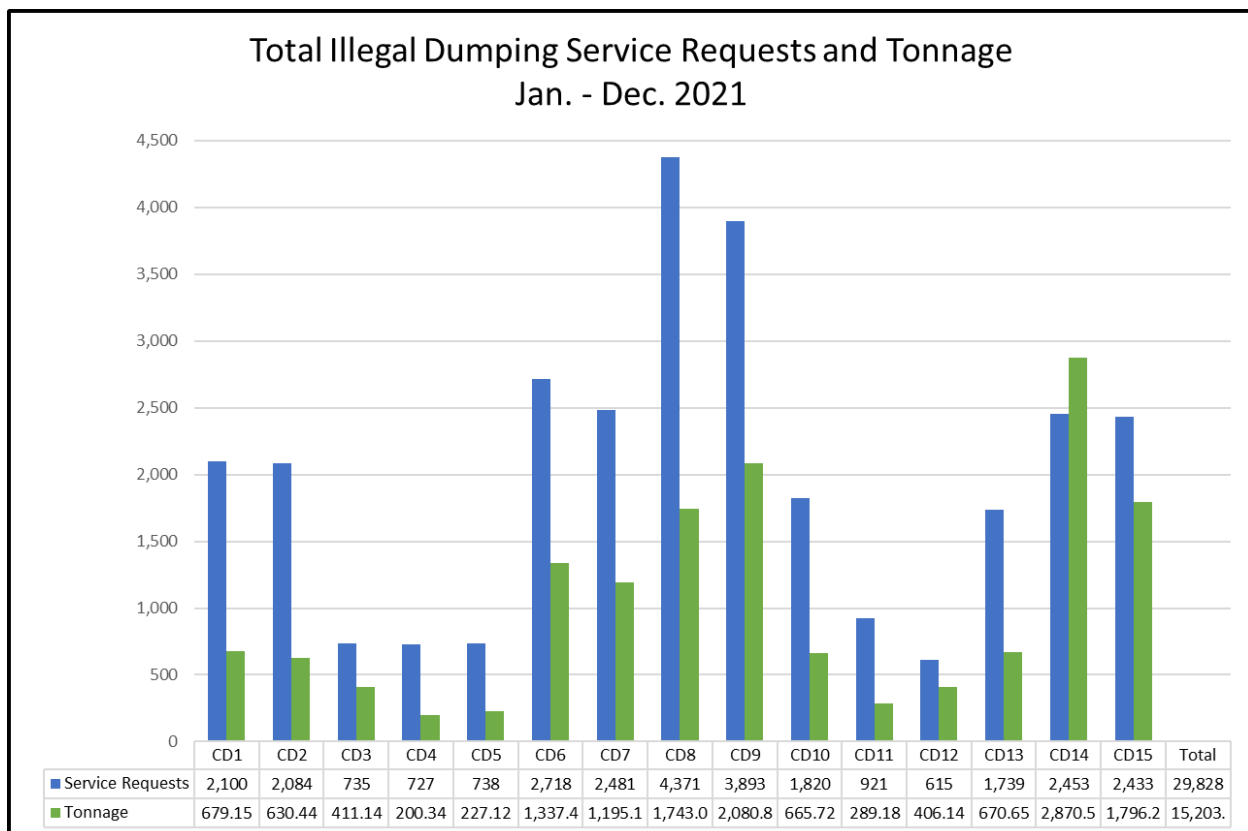
Based on the success of the coordinated efforts with LASAN and the CleanLA Program, LASAN is recommending one (1) Solid Resources Superintendent, one (1) Geographic Information Specialist and one (1) Administrative Clerk to provide dedicated oversight and support of these citywide coordination efforts.

3. *Liveability Services*

LASAN officially formed the Livability Services Division (LSD) in June 2019. The LSD is a consolidation of multiple programs developed in 2015 by Mayor Garcetti's Executive Directive 8: Clean Streets Initiative. These programs included: the CleanStat Street Indexing System, Citywide Receptacle Collection program, and citywide collection of illegal dumping. Rounding out LSD's portfolio are a newly created Mobile Hygiene Unit (MHU) program and a revamped homeless encampment clean-up service under the Comprehensive Cleaning and Rapid Engagement (CARE and CARE+) program model.

4. *MyLA311 Service*

LSD is responsible for responding to illegal dumping service requests (SRs). Routine service to illegal dumping sites is performed as part of Livability cleanup activities with dedicated teams scheduled Monday through Friday. SRs are tracked through the MyLA311 system.



In 2021 the LSD responded to 29,828 Illegal Dumping MYLA311 Service Requests and collected 15,203 tons of solid waste.

5. *Team Restructuring*

To reduce operating expenses due to the COVID-19 pandemic, the LSD quickly reorganized its deployment structure to prioritize operations with limited staffing. This restructuring was due to budgetary constraints, and a citywide hiring freeze. Previously, the CARE/CARE+ Teams were

responsible for and assigned to service illegal dumping SRs along with their regular CARE/CARE+ responsibilities. This was an inefficient model of deployment as the CARE/CARE+ teams had too much responsibility with a focus on street engagement and hygiene services and not enough resources to match demand. As a result, illegal dumping service requests were backlogged at nearly 1,000 open/pending service requests citywide with an average thirteen (13) day response time.

Illegal dumping servicing, deemed a priority operation, provided the LSD the opportunity to reorganize and deploy for the first time, nine (9) stand-alone illegal dumping collection teams. These dedicated teams, separate from the CARE/CARE+ operations, allowed for a more efficient routing and deployment to address illegal dumping throughout the City. The nine (9) illegal dumping teams are able to service and close out most open and pending services each week, providing a far more efficient deployment of resources.

6. *Proactive Approach*

Due to the amount of unreported illegal dumping, LASAN has developed a proactive approach to address locations with chronic illegal dumping observed during cleanup operations. Using historic SR and CleanStat data, service teams are composed of dedicated staff that are deployed to ensure an adequate level of service is offered citywide. In addition, bi-annual CleanStat assessments will provide illegal dumping data citywide, which will complement the proactive approach.

Currently, the LSD illegal dumping service teams operate 7-days a week. Monday through Friday, the ID service teams address citywide SRs. Additionally, the service teams operate on an overtime basis on weekends. They address existing SRs as well as chronic, high-need service areas. Illegal dumping teams service unreported illegal dumping locations as proactive SRs during these operations. The LSD Service Teams are made up of 1 Refuse Collection Truck Operator (RCTO), and 1 Maintenance Laborer (ML). These nine, two-person, teams are dedicated to the collection of abandoned waste and debris citywide. Currently, illegal dumping service teams are fully staffed due to the critical nature of the program. This reorganization has been largely positive with open/pending service requests plateauing at around 380 while the average response time has been reduced to (6) days as of January 2022.

7. *Data-Driven Approach: CleanStat Program*

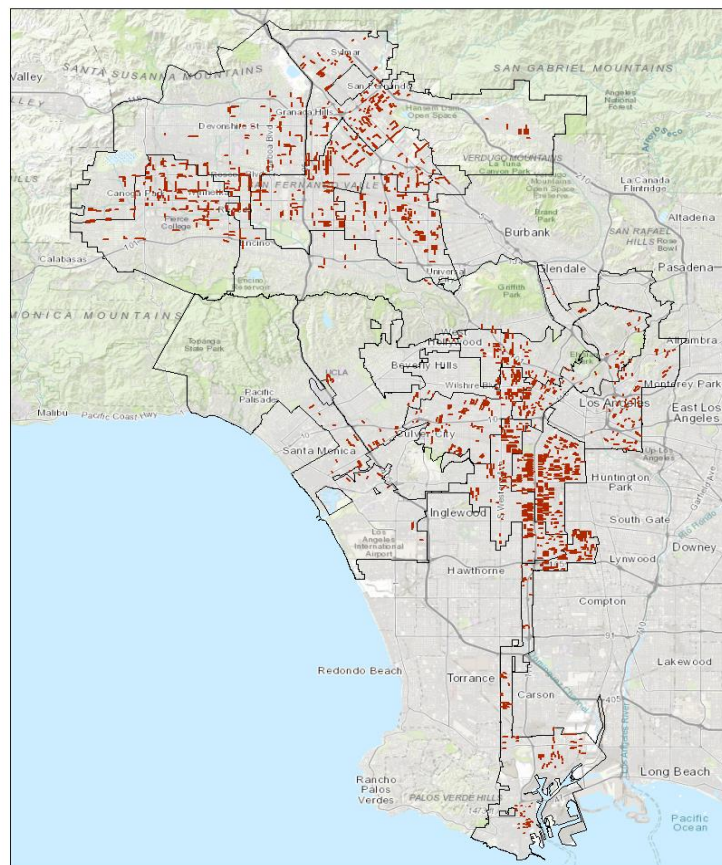
The CleanStat Program is a street-by-street assessment to collect data used to determine cleanliness of the streets in the City of Los Angeles. The program assesses the city streets at least twice a year to identify unreported items like household items, e-wastes, tires, illegal dumping, mattresses, metal/white goods, shopping carts, loose litter, and weeds. The data compiled is then translated through a grading formula that indicates the cleanliness of a particular street. The grades are 1 (clean), 2 (moderately clean), and 3 (not clean). Further, the locations of the identified items are provided to LASAN collection yards or the Office of Community Beautification (OCB) to collect the items or abate areas.

The CleanStat Program's proactive approach ensures that thousands of unreported items are picked up that otherwise would not be.

The data from the CleanStat program is considered to be the “wholesale” side of service; these are the requests that go unreported by our customers. Combined with the “retail” customer submitted requests from the MyLA311 system. These two data sets provide a full and clear picture of service and need. The data from both the “wholesale” side and the “retail” side is forwarded to our teams for service fulfillment.

Further, the CleanStat Program has enhanced its data collection with respect to illegal dumping by categorizing “Household Items,” “Loose Debris,” “Construction,” “Produce,” and “Brush” to help understand the types of illegal dumping prevalent in various parts of the City. Additionally, the data now captures an estimated volume of the illegal dumping location based primarily on the time it may require crews to service the area or equipment needed to collect the items.

The data provides information that may help LASAN and other entities like the Council Offices to implement proactive measures to keep the streets clean. For example, it may be used to target areas for outreach, providing information on items that LASAN may pick-up and how to report them. Additionally, the historical data allows LASAN to strategically deploy resources in areas where specific services are needed. For example, “no dumping” signs were installed on streets with high incidents of illegal dumping. The historical data also indicates the streets with the highest number of unreported items identified during the CleanStat assessments, shown by the map below.



The map shows streets that have historically high counts of unreported items as identified by the CleanStat assessments.

Due to CleanStat data being a snapshot of a particular area per assessment, historical data provides more effective information about service needs. Analyzing the data for trends and chronic locations of unreported household items and illegal dumping allows for a strategic deployment of resources. The table below indicates the number of identified unreported household items and illegal dumping according to CleanStat historical data identified during the CleanStat assessments. Please refer to the Appendix to see maps showing the streets with the historically highest unreported household item and illegal dumping counts per Council District.

Council District	Unreported HI and ID Count*
CD 1	2,085
CD 2	2,638
CD 3	2,013
CD 4	1,004
CD 5	1,114
CD 6	2,809
CD 7	3,303
CD 8	4,107
CD 9	4,043
CD 10	2,530
CD 11	1,400
CD 12	1,639
CD 13	2,085
CD 14	2,715
CD 15	3,889

**HI= Household Items; ID = Illegal Dumping*

8. *Staffing*

Although proactive work has proven effective with the utilization of overtime on the weekends, we highly recommend additional personnel to ensure the adequate deployment of resources to address illegal dumping both proactively and reactively. The addition of key personnel, along with administrative and supervisory support will align services, investigations, and collections, reducing a redundant referral process to multiple intradepartmental divisions. It will also allow LASAN to implement a staggered weekly shift schedule from Tuesday through Saturday and

Sunday through Thursday to ensure a full 7 days/week service. Currently, new staff onboarded into Illegal Dumping collections would be assigned on an Altered Shift work schedule of Monday through Friday, 3 to 11:30 pm. By utilizing this additional, altered work shift, LASAN can have crews available to provide greater service deployment and share vehicles, facility yard space, and other equipment.

LASAN has developed an illegal dumping service model that will allow locations to be serviced while simultaneously providing the necessary staff to conduct an investigation into material that has been abandoned illegally. This can only be achieved through adequate staffing of the appropriate classifications to conduct these investigations at the point of service fulfillment and collection. This model achieves the goal of removing blight from public areas in a more timely manner. By adding Environmental Compliance Inspectors to our illegal dumping Collection Teams, investigations can happen concurrently with service collection and fulfillment. The Inspectors can investigate the material, document any connection or information that may lead to the identification of who may be responsible for the illegally dumped material. That information will then be submitted via a liaison who will assist with direct communication and coordination with the City Attorney's Office, who will then determine if prosecution is warranted.

The data that the CleanStat Program collects, particularly the data on the historical unreported illegal dumping and household items, can be used and leveraged by the additional staff to target those areas Citywide.

To establish this expansion within the Illegal Dumping Program, LASAN is recommending nine (9) Refuse Collection Truck Operators, nine (9) Maintenance Laborers and ten (10) Environmental Compliance Inspectors.

9. Service Enhancement/Realignment: Residential/Multi-Family Bulky Items & Illegal Dumping

LASAN's Solid Resources Collections Divisions (SRCDDs) are responsible for servicing household bulky items such as mattresses, couches, electrical waste, and other large items from single family residential areas (including multi-family residences of 4 units or less) and also those from multi-family residential areas (five units or greater). These services are special-funded. For single-family households (including multi-family residences of 4 units or less), bulky item collection services are paid for as part of the trash fee, deposited into the Solid Waste Resources and Recycling Fund (SWRRF). Multi-family households with five units or more pay a Multi-Family Bulky Item Fee (MBIF), as their buildings are otherwise serviced by private waste haulers that are part of the City's solid waste franchise system, recycLA.

LASAN has historically fielded requests for service under the "Illegal Dumping" umbrella in two major categories:

A) Bulk material dumped on public right-of-ways and in alleys. These items can be large in size, voluminous, heavy and/or scattered. This material is usually commercial, construction, industrial and/or unwanted abandoned material.

B) Unreported bulky items from high density multi-family pockets within the City. These larger multi-family sites have a higher than normal rate of transiency, with tenants continuously moving in or out of these units, often leaving behind discarded bulky items. Although LASAN does not service their refuse or recycling needs, LASAN is responsible for bulky items that are abandoned in these areas. Residents may not be aware that LASAN provides bulky item services at no extra charge, and thus choose to abandon this material on the parkways or in alleys. This is a constant issue for those living in multi-family communities. The primary complaint is blight due to the amount of unreported and/or unscheduled bulky item pickups in their neighborhoods.

LASAN will be realigning the MFBI collection program to better meet the needs of the communities impacted by the disproportionate amount of unreported bulky items in these neighborhoods.

- The MFBI program was established in 2007 to collect bulky items in and around multi-family areas of the City.
- LASAN proposes to bring MFBI staffing levels back to their original allocated authorities by requesting an additional 25 Refuse Collection Truck Operators (RCTOs) and 25 vehicles assigned to MFBI program.
- Crews will be reassigned to areas of greatest need. These areas will be chosen by data from LASAN's indexing system, CleanStat, and will include high density multi-family zones, in and around colleges and universities, as well as incorporate historical Council requests for greater than once-a-week service, among other factors.
- Areas of high density apartments could receive multiple days of service to address the volume and frequency of material generated and discarded. The removal of material would be proactive and planned, creating a regular and manageable maintenance schedule for the impacted communities.

The current MFBI program is currently limited to 25 RCTOs working out of 6 collection yards encompassing 15 Council Districts. This is not a sufficient number of authorities to best address the zones and/or corridors with the highest need for sufficient remediation of abandoned bulky items.

By doubling staff to 50 RCTOs and vehicles, with supervisory oversight, the program would be better equipped to capture the areas of concern for all Council Districts with large quantities of unreported bulky items in these communities. Realigning these crews to target multi-family communities will better meet the need for more resources to service zones identified as needing the most attention. A General Fund subsidy would be necessary until such time as a MFBI rate adjustment could be implemented.

MFBI crews will be responsible for creating "proactive" Service Requests (SRs) at every collection point. Environmental Compliance Officers (ECIs) will gather data generated by proactive SRs and utilize it to initiate an educational and outreach campaign, followed by an enforcement component centered around the bulky item programs and the property owner's responsibility to report and schedule items for collection. ECIs will approach this enforcement

process systematically and methodically over time to resolve the issue of unreported bulky items in these communities.

With the approval of the 25 additional RCTOs and vehicles for the MFBI Program, additional facility space will be required as all six (6) collection districts are operating at maximum capacity. In the interim, the MFBI staff will be assigned an altered shift work schedule from Monday through Friday, 3:00 to 11:30 PM. This arrangement will allow for additional staffing without imposing logistical challenges at the current facilities. In addition, it will alleviate any additional vehicle shortages by allowing the use of existing equipment until permanent vehicles are procured and additional facility space is identified.

It should be noted that LASAN's fleet of collection vehicles is aging with many vehicles well beyond the recommended replacement age. Of 58 Front Loader (FL) Vehicles only 30 are within the recommended life cycle of 7-years. The remaining 28 FLs are over a decade-old. The availability rate of all vehicles is supposed to be 85% in order for operations to run optimally. The current availability rate varies, but is often in the 60th percentile. LASAN safety requirements necessitate after-market modifications of FLs and other fleet vehicles. Once ordered, it takes on average 6-9 months lead time to receive the first vehicle, with additional vehicles often delivered at a rate of 4-6 per month after that. With the age of our fleet currently, we require many more mechanic-hours per vehicle. Reserving vehicles for training purposes is also a challenge, as we are having to hire RCTOs faster than we are able to train them on the available vehicles.

10. Efficiencies Achieved Through Internal Realignment

LASAN is currently exploring enhancements to streamline the system and procedures by which SRs are routed to the appropriate collections entity, thereby reducing the response time. As of December 2021, it takes LSD six (6) days on average from the time that a Service Request is created until the service is performed. LASAN intends to reduce this response time by streamlining the existing referral process to shave days off of that timeline.



The diagram above depicts the current workflow which requires enhancements to reduce response time.

LASAN will also look to eliminate service gaps that may occur when multiple types of service are required at a single location, for instance, loose debris that may be left behind when bulky items are removed, or illegal dumping that includes bulky items. However, the delineation in tasks and

distinction of responsibility, with SRCD assigned to collecting household items only and LSD assigned to removing illegal dumping, sometimes leads to service gaps. For locations that do not amount to illegal dumping, a service gap may occur when staff collects household items but leaves behind loose debris around the items.



A service gap may occur when a household item is collected but the associated loose debris around the items is not. In an effort to better streamline this process, LASAN is exploring options to improve workflow, strengthen coordination, and reduce the response time of service.

● ENFORCEMENT

LASAN's programs are designed in such a way as to overlap and provide all-inclusive services to the City. All components are designed to address and remove health hazards and/or safety hazards, and solid waste from public areas and the public right of way. In efforts to eradicate illegal dumping, the focus must be on improving coordination across departments, public education, assigning additional resources including staffing, and establishment of enforcement fines and penalties for both businesses and residents.

These efforts require extensive coordination between LASAN programs and other City of LA departments. As instructed by the PAAW Committee, LASAN, along with StreetsLA, Los Angeles Police Department, and Department of Recreation and Parks are working to reconvene the previously formed interdepartmental illegal dumping working group. Other member departments of the working group include the Department of Water and Power, the Department of Building and Safety, and the City Attorney's Office. Additionally, because of Council's instruction to investigate the addition of cameras to curtail illegal dumping activity, the Bureau of Street Lighting should be enlisted to participate in the working group.

LASAN will continue to focus on education of the public and our customers about the importance of reporting, preventing, and ultimately the single most pressing concern: the eradication (collection) of illegal dumping citywide. Furthermore, LASAN will continue to work

with the above noted interdepartmental working group to collaboratively and efficiently develop a robust strategy to address the next critical component of this plan, enforcement.

LASAN will reconvene the interdepartmental working group to review existing city-based municipal codes, determine their efficacy, suggest possible changes and enhancements, and review their compliance with state and federal codes. LASAN will further assist and work with this group to determine the best use of the existing camera network, ensuring that the system will be fully developed, and then reside with the correct agency to collect, review, and make use of that data.

- **EXPANSION OF LSD REGIONAL FACILITIES**

LASAN is utilizing Regional Deployment to address the needs of the city while reducing travel time, gaining operational efficiency, and maximizing deployment services. Service teams are deployed regionally from five LASAN facilities across the city: the Washington Yard near downtown/east LA, the Harbor Yard in the San Pedro area, the Cazador Yard in Northeast LA, and the East Valley Yard and the Donald C. Tillman Water Reclamation Plant, both in the San Fernando Valley. While these facilities have increased service response, they are at a critical juncture as all sites are currently at maximum capacity with respect to staffing and equipment. Further, while they have been operational for several years, most, if not all, are currently in some state of planned expansion, redevelopment, or both. The map below depicts the current deployment sites.



As it stands, LSD's expansion without new facilities to house staff and equipment would result in a critical overflow. As such, LASAN is prepared to develop any available site that can accommodate the division's needs. That said, assessing the existing deployment facilities, LASAN concludes that the most optimal and advantageous locations for new facilities would be in the West LA region as well as the West Valley region. These locations would be ideal in staying consistent with LSD's Regional Deployment plan to spread out facilities ensuring efficient coverage of the city by reducing drive-time and maximizing service. These new facilities will be multi-purpose to alleviate

the division's overflow with additional storage facilities, heavy vehicle parking, and satellite offices for the various programs in the division.

New facilities require approximately 20,000 sq. ft. for a self-sufficient regional deployment yard. This would house an estimated 30 personnel (3 CARE+ Teams). The site itself would require an office trailer (24x60), hygiene trailer (12x60), storage unit (20x8), and have enough parking space for large equipment and vehicles. Although the recommended square footage for a yard space is at least 20,000 sq. ft. LSD notes that facilities larger than the recommendation would dramatically increase flexibility and logistics. Given the urgency and imminent expansion, LASAN is prepared to develop any sites that are smaller than the recommendation so as to provide a small respite to existing facilities.

Additional details about the facilities are provided below.

Facilities Currently In Operation

1. The Washington Blvd. Yard

This LSD regional facility is located at 2649 E. Washington Boulevard and consists of a 4,320 sq. ft. modular office building, ADA-compliant parking facility for employees and operational vehicles, and storage spaces for equipment. The modular building is designed with offices, workstations, lunchroom, training room, and gender-segregated personal hygiene stations with restrooms, showers, and lockers. Co-located at the property is a 5,850 sq. ft. SAFE Center that is operated as temporary storage for residential household hazardous waste and electronic waste.

In January 2022, LASAN worked with the Office of the City Administrative Officer (CAO) and the Bureau of Engineering (BOE) to assess the current and future space needs at 2649 E. Washington and the adjacent property at 2551 E. Washington. Based on the results of this space study, FY 22-23 funding request for design services was submitted for the master plan development of both properties. The proposed master plan will provide additional office, parking, and storage spaces. It will also allow for a more centralized location for some of the hygiene trailers and supplies under the MHU Program. The MHU program is another critical component of LSD for which LASAN is building its service-led approach to addressing public health needs. The program's objective is to provide unsheltered individuals safe access to hygiene via mobile trailers equipped with restrooms and showers. Currently, 6 MHUs are operational with the intent to expand to 13 units by the end of next year.

2. The Harbor Yard

LSD currently operates a deployment facility inside the Harbor Collection Yard (HCY) at 1400 North Gaffey Street. HCY provides space for an administration building for curbside collection, LSD facility, SAFE Center for household hazardous waste collection, truck maintenance shop, mulching facility, and a masonry building for storage. The existing LSD facility consists of a 12'x 60' modular building temporarily used as an office while the masonry building retrofit is being planned. During the interim, gender-segregated portable toilets and outdoor hand wash stations

have been provided. LASAN plans to retrofit the existing masonry building by converting the open garage bays in this building into a fully enclosed office with restrooms, showers, and lockers. A funding request for the masonry building retrofit was submitted for inclusion in the FY 22-23 Capital and Technology Improvement Expenditure Program (CTIEP) as part of the City's annual budget process. The building retrofit, estimated at \$2,120,947 will provide a permanent office that will replace the temporary office trailer.

3. *The Cazador Yard*

The Cazador Yard is located at a 10,493 sq. ft. property at 2130 N. San Fernando Road within the Northeast Los Angeles Community plan area. This facility currently provides a temporary 12'x 60' office trailer, gender-segregated portable toilets, and outdoor hand wash stations while the permanent 2,160 sq. ft. modular building is being constructed. Designed with offices, a conference room, restrooms, lockers, and showers, the permanent modular building will be connected to utility services including water, power, sewer, and communications. The facility will be secured with perimeter fencing and a gate with sufficient outdoor lighting. An ADA-compliant parking facility for employees and operational vehicles will also be provided. This facility is expected to be completed by the end of June 2022. MICLA funding was provided for the development of this facility.

4. *DCT Water Reclamation Plant*

This facility is located inside the DC Tillman Water Reclamation Plant at 6100 Woodley Avenue, Van Nuys. Currently operated at the site is a 24'x40' modular office building that was previously leased by a City contractor. LASAN has taken over the use of this modular building, refurbished it with new workstations and furniture, and plans to replace it with a larger building to accommodate the additional staff. Still under construction is a 12'x60' modular building designed as a hygiene station with gender-segregated restrooms, showers, and lockers. Construction of the hygiene station passed the final building inspection on March 14, 2022 with occupancy slated by mid-April 2022. MICLA funding was provided for leasing the temporary modular office building and constructing the hygiene station.

To address LSD's recent expansion, a permanent larger facility is being proposed to replace the temporary office trailer. A funding request for this expansion was submitted for inclusion in the FY 22-23 CTIEP as part of the City's annual budget process. Funding in the amount of \$864,017 was requested to provide a permanent 24'x60' modular building with offices, workstations, and a conference room.

Facilities Currently in Development

1. *Lopez Canyon Environmental Learning Center*

Located inside the Lopez Canyon Environmental Center at 11950 Lopez Canyon Road, this facility will house a permanent 1,440 sq. ft. modular building with offices, workstations, and a conference room. Construction of this facility will be completed by the end of April 2022 with occupancy slated for mid May 2022. In addition, an ADA-compliant parking facility will also be provided for both employees and operational vehicles. Lopez Canyon will also serve as the main facility for

Public Street Receptacles and CleanStat Street Indexing personnel. It is specifically designed to house any surplus inventory as well as include designated spaces for the maintenance and repair of Automated Litter Bins that are serviced by LASAN.

2. *LADOT site at 323 W. 87th Street*

LASAN in coordination with the Mayor's Office, City Administrative Office, and Los Angeles Department of Transportation (LADOT) identified a public parking lot at 323 W. 87th Street as a suitable site for LASAN'S expanded CARE/CARE+ Program. On February 28, 2022, the City approved the Memorandum of Understanding (MOU) between LASAN and LADOT (Council File 21-1150) for the use of the parking lot for a five-year term with annual renewal options and the funding for site improvement. LADOT owns this property and has made it available to LASAN for LSD's use, at no cost, during the MOU term. LASAN received funding in the amount of \$676,416 from the Additional Homeless Services line item within the General City Purposes Fund for site improvement that will provide office, parking, and storage spaces for additional service teams. The development of this site will take approximately 18 months to complete with the following timeline and milestones: a) Pre-Design (4/1/22 - 6/1/22), b) Design & Permits (6/1/22 - 2/1/23), c) Construction (2/1/23 - 9/1/23), and d) Dedication & Opening (October 2023).

3. *LASAN site at Arlington Ave*

This is currently a vacant property located at Arlington Avenue and Obama Boulevard. Consisting of multiple parcels with a combined area of 42,387 sq. ft., the site is deemed suitable for additional operations that will serve the needs of the city. Funding request to develop this site as an LSD regional facility was submitted in the FY 22-23 CTIEP as part of the City's annual budget process. The proposed development estimated at \$1,316,778 will provide office, parking, and storage spaces including a 24'x60' modular office building, 12'x60' modular hygiene building, and a 20'x8' storage unit. An ADA-complaint parking facility for employees and operational vehicles will also be provided. Contingent on funding request approval, the development of this site will take approximately 24 months to complete from pre-design to opening. If funding is provided on 7/1/2022, facility dedication is targeted for July 2024. In the interim, LASAN can make use of the area within the site for a temporary storage facility until such time as the facility could be made available for staff use and deployment.

4. *840 West Slauson Ave Site*

Identified for LASAN by the CAO, the current parking lot located at 840 West Slauson Avenue in Council District 9, this site is a 24,160 sq. ft. parcel consisting of six lots tied together (Lots 13, 14, 15, 16, 17, and 18) in the Walter G. McCarty's Slauson Avenue Tract. The site is proposed to be developed as a regional deployment facility with office, parking, and storage spaces. Proposed for installation are a 24'x60' modular office building, 12'x60' modular hygiene building, and a 20'x8' storage unit with an ADA-compliant parking facility for employee and operational vehicles. Funding in the amount of \$1,316,778 was requested to develop this site in the FY 22-23 CTIEP as part of the City's annual budget process. Contingent on funding request approval, the development of this site will take approximately 24 months to complete from pre-design to opening. If funding is provided on 7/1/2022, facility dedication is slated for July 2024.

5. *1925 North Marianna Ave Site*

The Department of General Services (GSD) is negotiating a Purchase and Sale Agreement for the acquisition of a property located at 1925 North Marianna Avenue in Los Angeles. The property comprises 3.71 acres of vacant land. The property is planned for co-locating four City departments (i.e., LASAN, LADOT, Los Angeles Police Department, and Bureau of Street Services) on the site for storage and operational use. Led by the CAO and BOE, a space study was conducted to analyze the core operations of the four departments based on their current and future needs. While the proposed co-location of these departments was determined to be cost prohibitive, LASAN is still recommending using this site as an additional site for LSD operations. The proposed use will provide office, parking, and storage spaces including a 36'x60' modular office building, 12'x60' personal hygiene station, and a container warehouse. Contingent on the approval by the Municipal Facilities Committee and LASAN's proposed use of the site, the development of this site will take approximately 24 months to complete from pre-design to opening and dedication.

The Marianna site will allow LSD to centralize the operations of the Receptacle Program that is currently operated at different worksites. Storage and deployment of receptacles are performed at the East Valley Yard, North Central Yard, DC Tillman, Jefferson Boulevard, and Cazador, while the repair of receptacles is provided at the East Valley Yard. With the growth of the Receptacle Program having placed over 5,000 receptacles in service, deployment of resources from multiple locations have posed some logistical challenges. The centralized operations will minimize travel time from worksites and provide faster service.

The Marianna site will also provide a space for the CleanStat Street Indexing Program currently operating at the East Valley Yard. Co-locating the Receptacle and CleanStat Street Indexing Programs at the Marianna site will allow for the sharing of personnel and other resources which will enhance operational efficiency and facilitate improved communication.

Should any of the sites noted above that are currently in development be deemed not suitable for use, or continue to languish in development, then LASAN will recommend that commercial properties be sought for utilization. Further, many of these sites may prove to be cost prohibitive to further develop along with the time needed to develop. The use of commercial property may be advantageous as many sites can be identified, leased, and staffed within a short turnaround when comparing that to the process to engineer, develop, and construct a site suitable for staffing and equipment as several of the existing sites noted above have been in development for several years.

CONCLUSION

Illegal dumping is both a public hazard and blight in our public right of ways. To address illegal dumping, LASAN has laid out a holistic and comprehensive approach that will address the current condition of our public areas. LASAN's Education, Eradication and Enforcement plan will make a noticeable difference in our city, improving quality of life. Collecting illegally dumped material faster, immediately investigating those responsible at the point of collection, and referring those cases to the City Attorney's office for possible prosecution will collectively help reduce blight across the city. Adding additional staff and trucks to eradicate bulky items on a proactive basis will further reduce blight and improve livability. Working together with our city family, LASAN is committed to refining, and developing the necessary tools to reinforce the programs and policies that have been instituted.

Thank you 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 Gabriel Miranda, Division Manager of LSD.

cc: Members of the City Council

Aura Garcia, President, Board of Public Works

Andre Herndon, Chief of Staff, Mayor's Office

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

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

Jose "Che" Ramirez, Deputy Mayor for City Homeless Initiatives, Mayor's Office

Ackley Padilla, Chief of Staff, Office of Council President Nury Martinez

Gabriel Gutierrez, Homelessness Service Coordinator, Mayor's Office

Lakesha Williams, Director, Unified Homelessness Response Center, Mayor's Office

Sharon Tso, CLA

Rafael Prieto, CLA

Matt Szabo, CAO

Patricia J. Huber, CAO

Sarai Bhaga, CAO

Claudia Aguilar, CAO

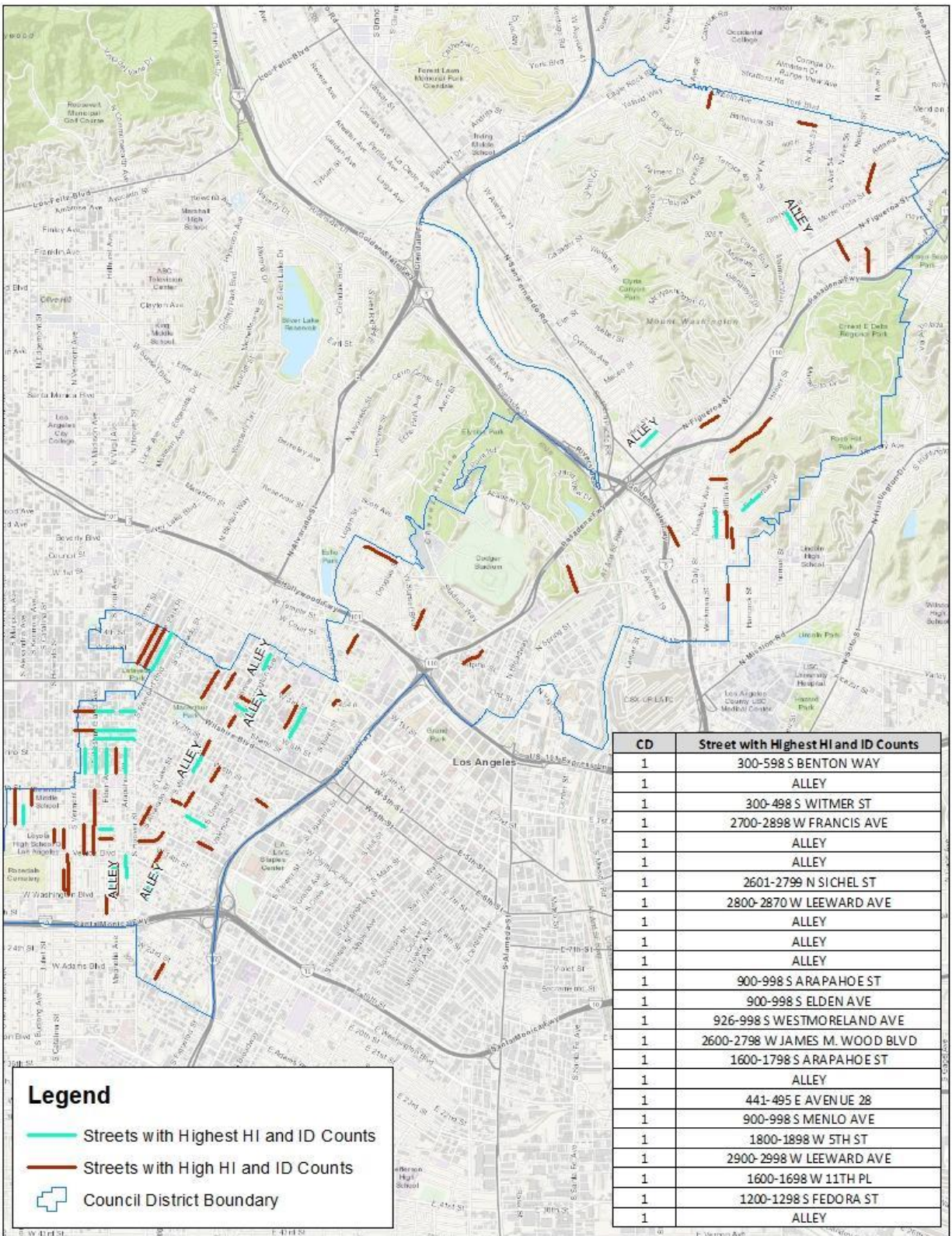
LASAN Executive Team

LASAN Government Affairs Team

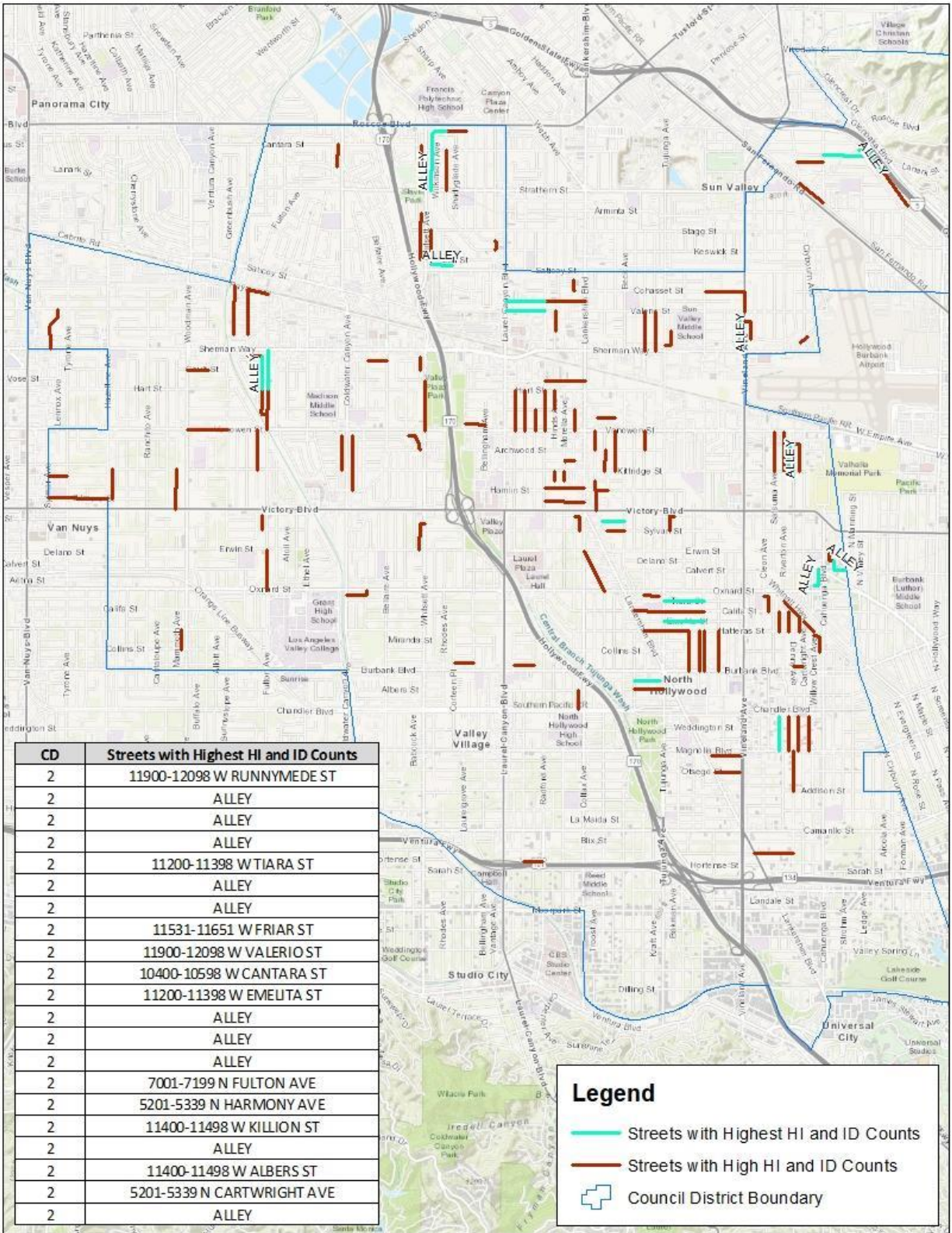
LASAN Livability Services Division

APPENDIX

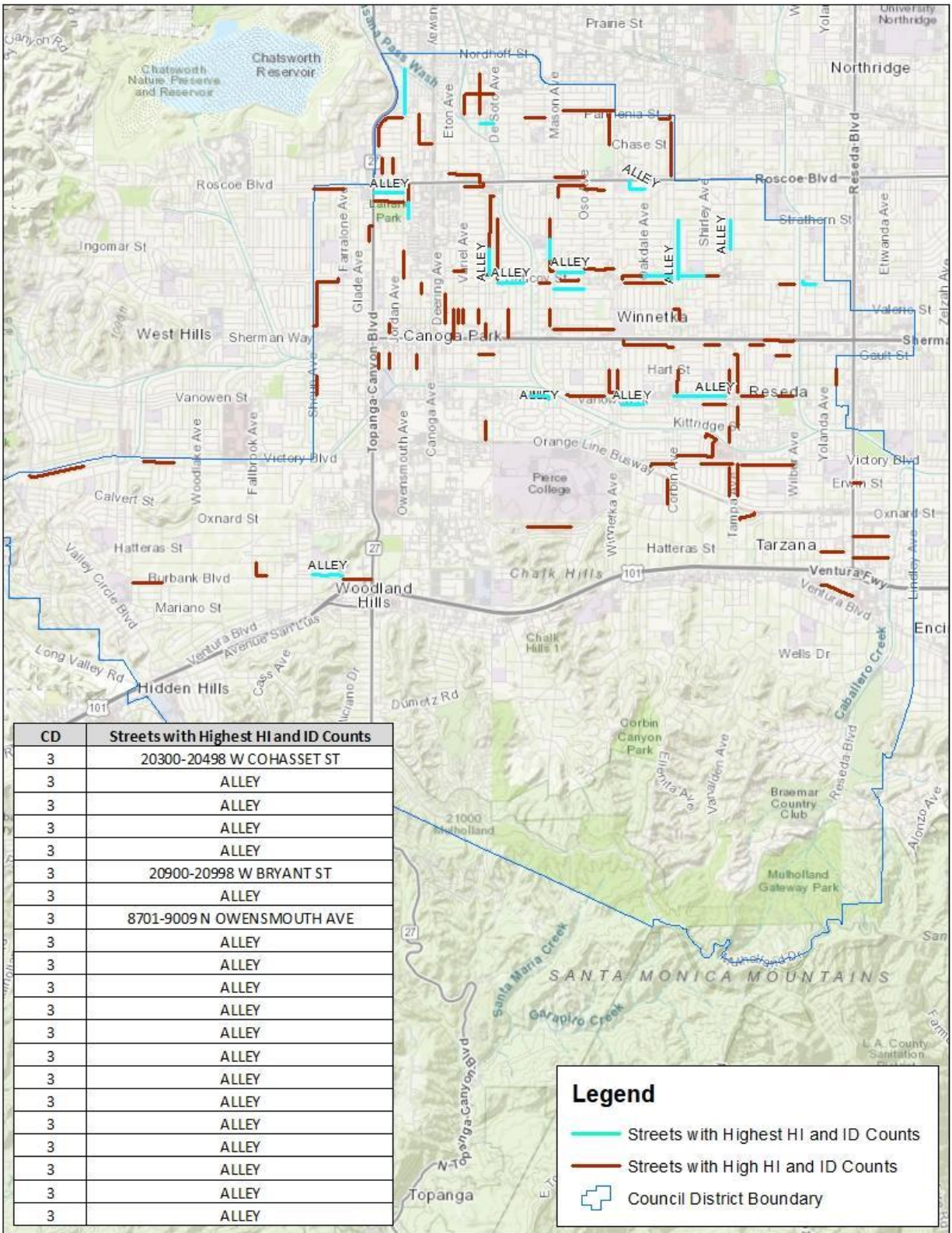
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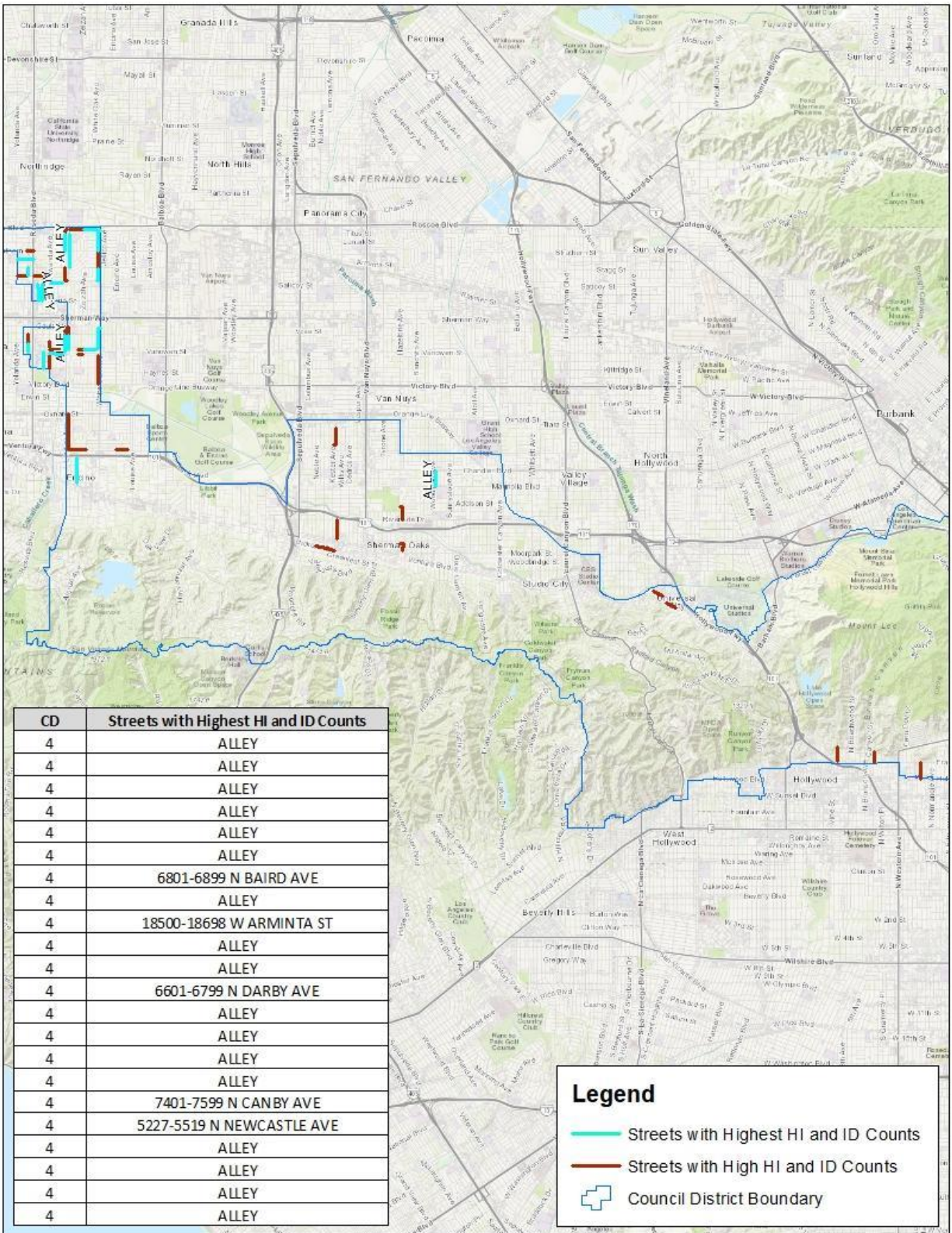
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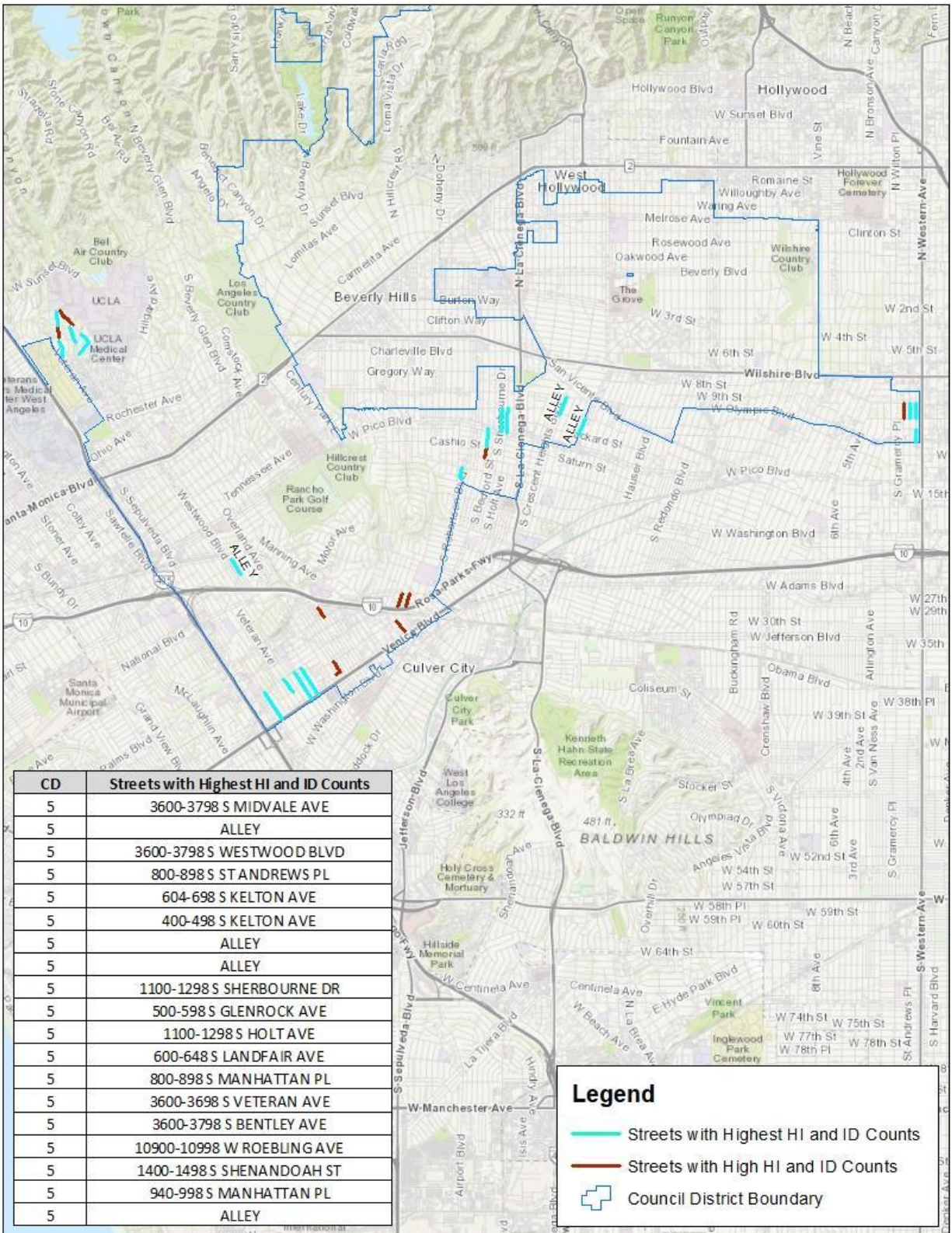
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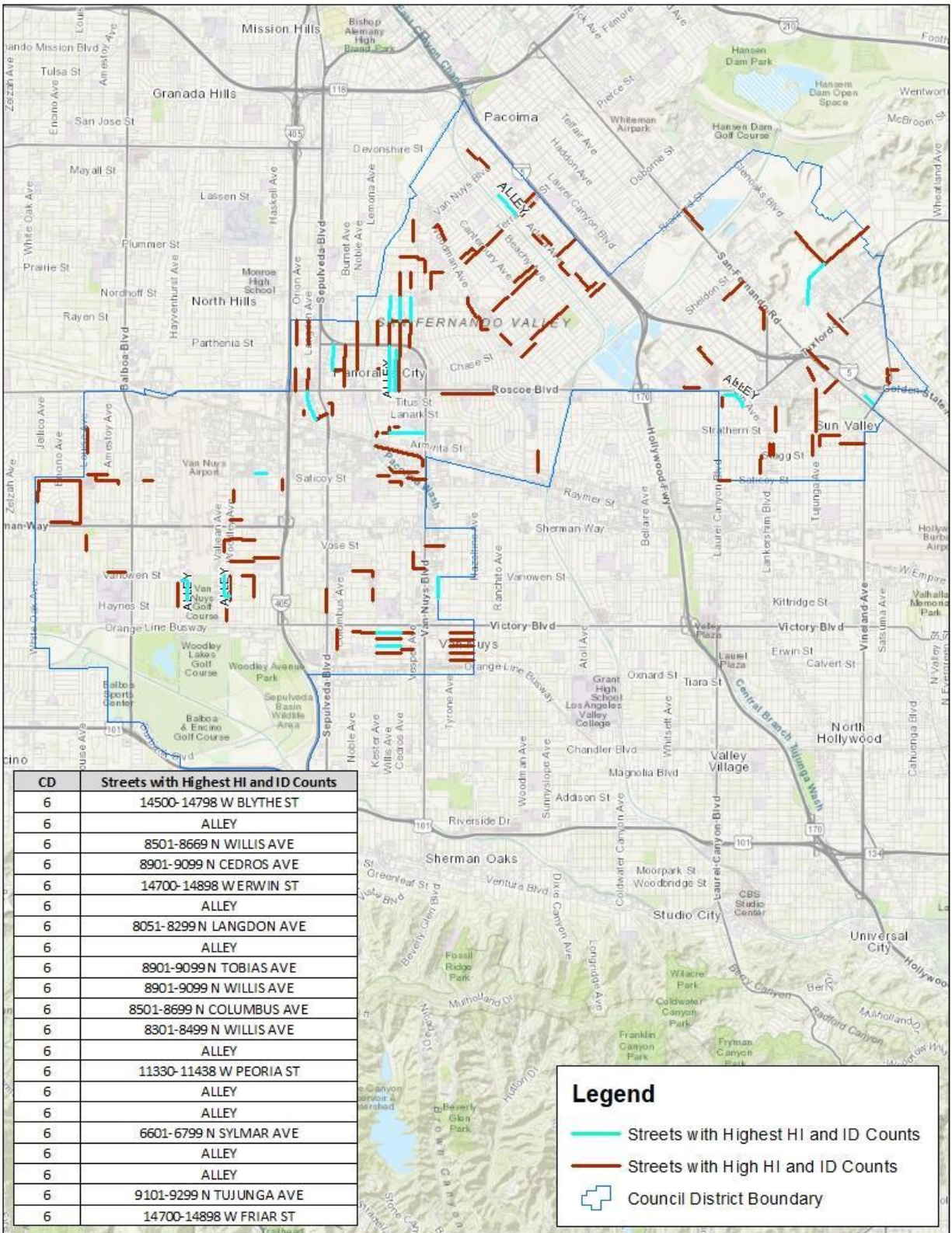
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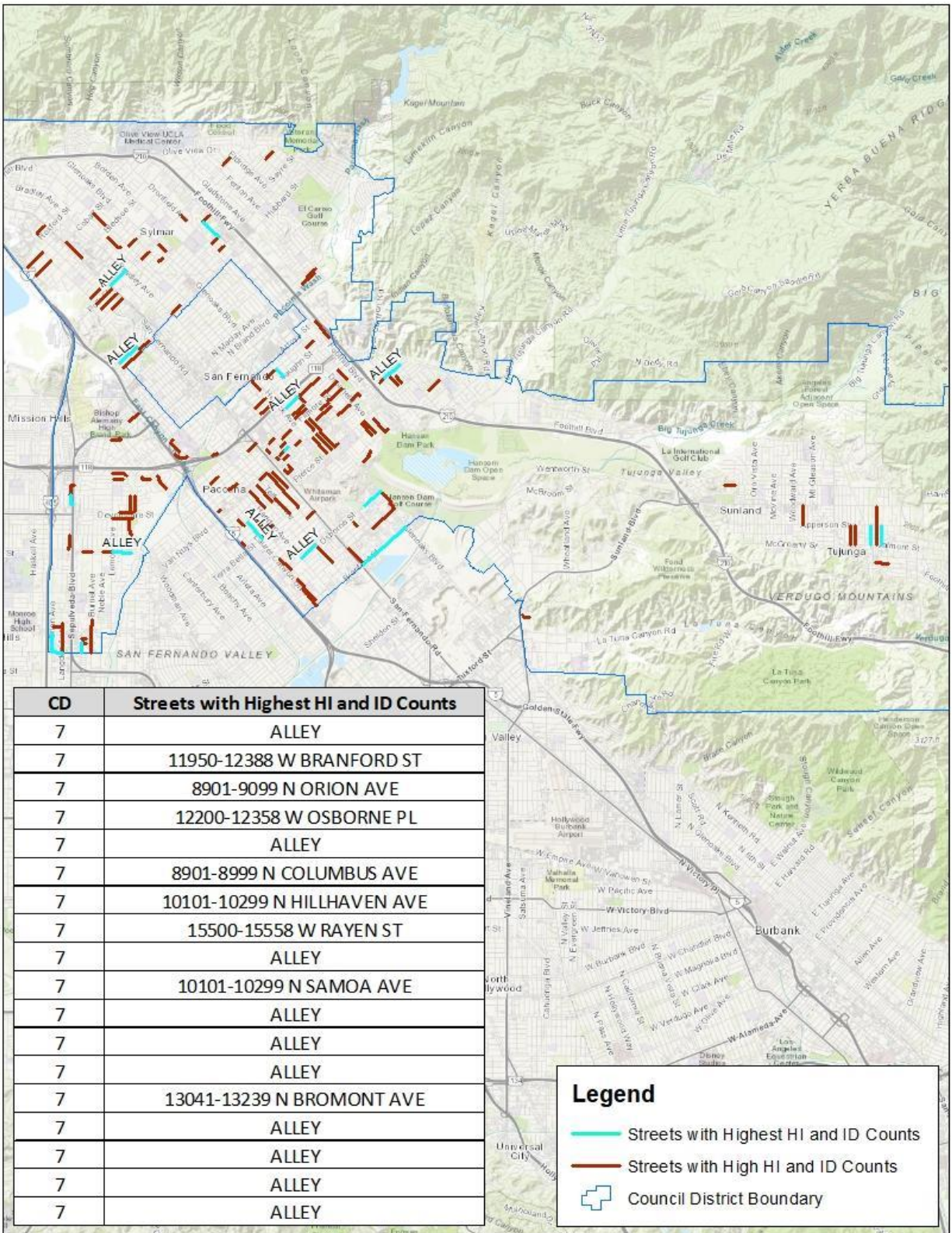
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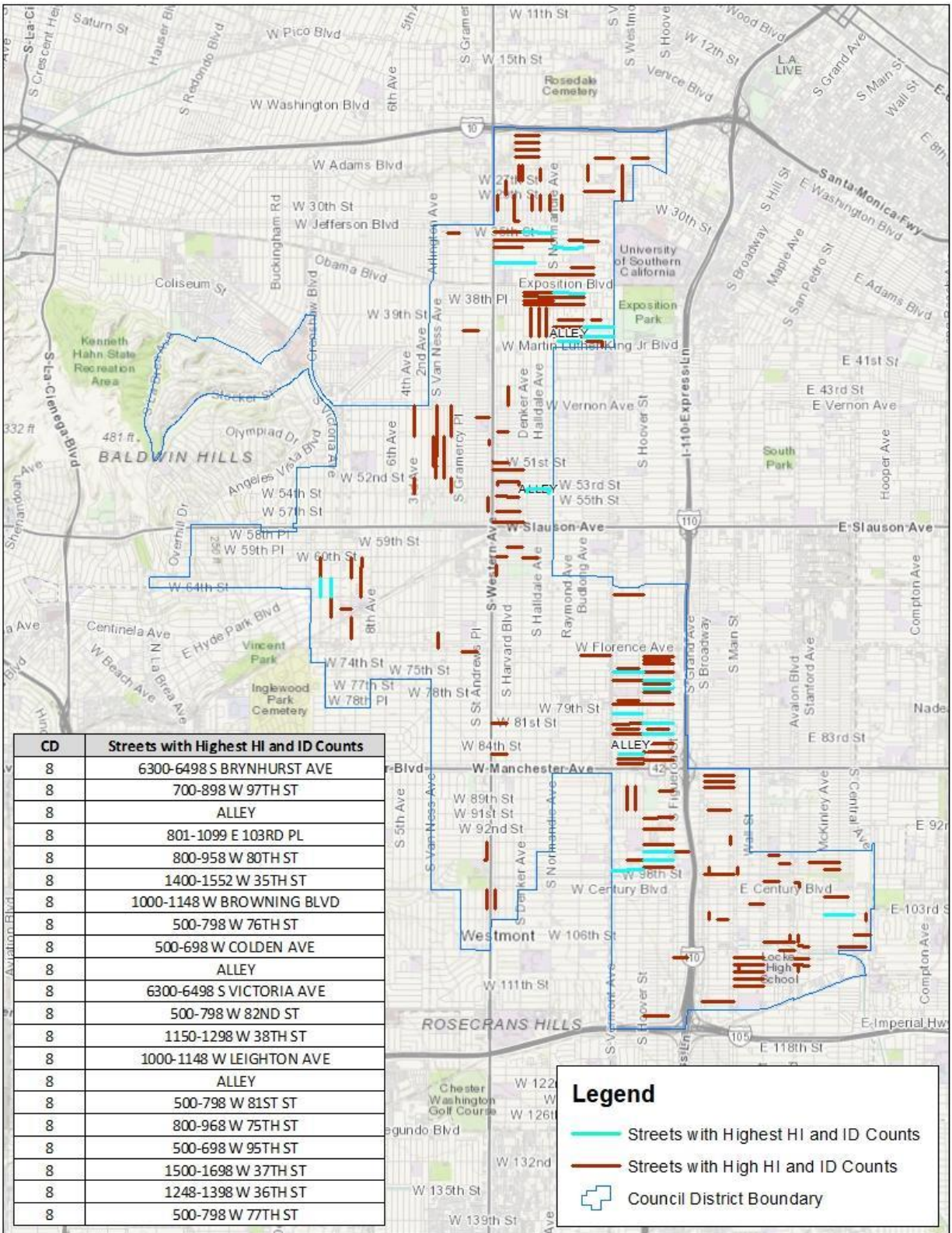
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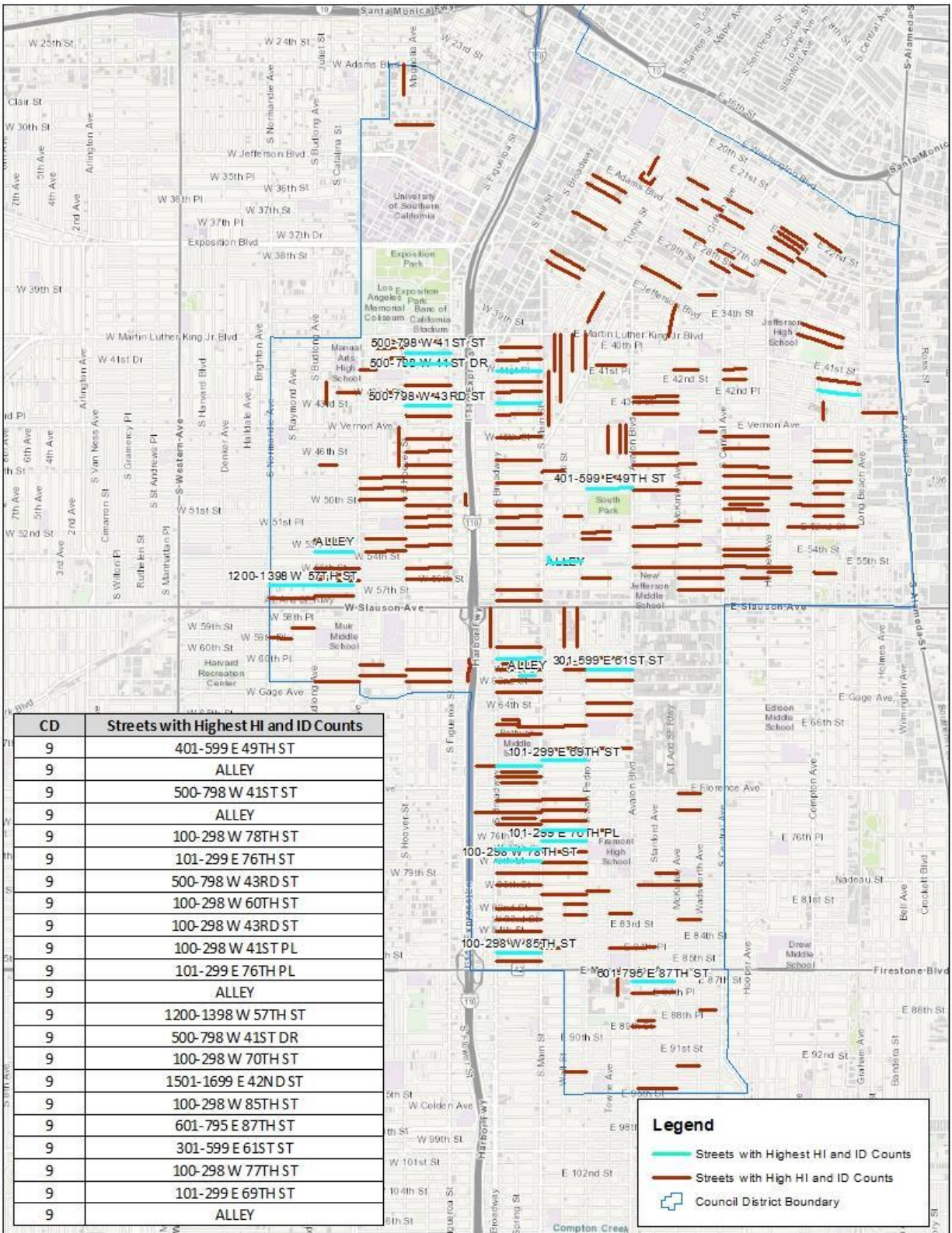
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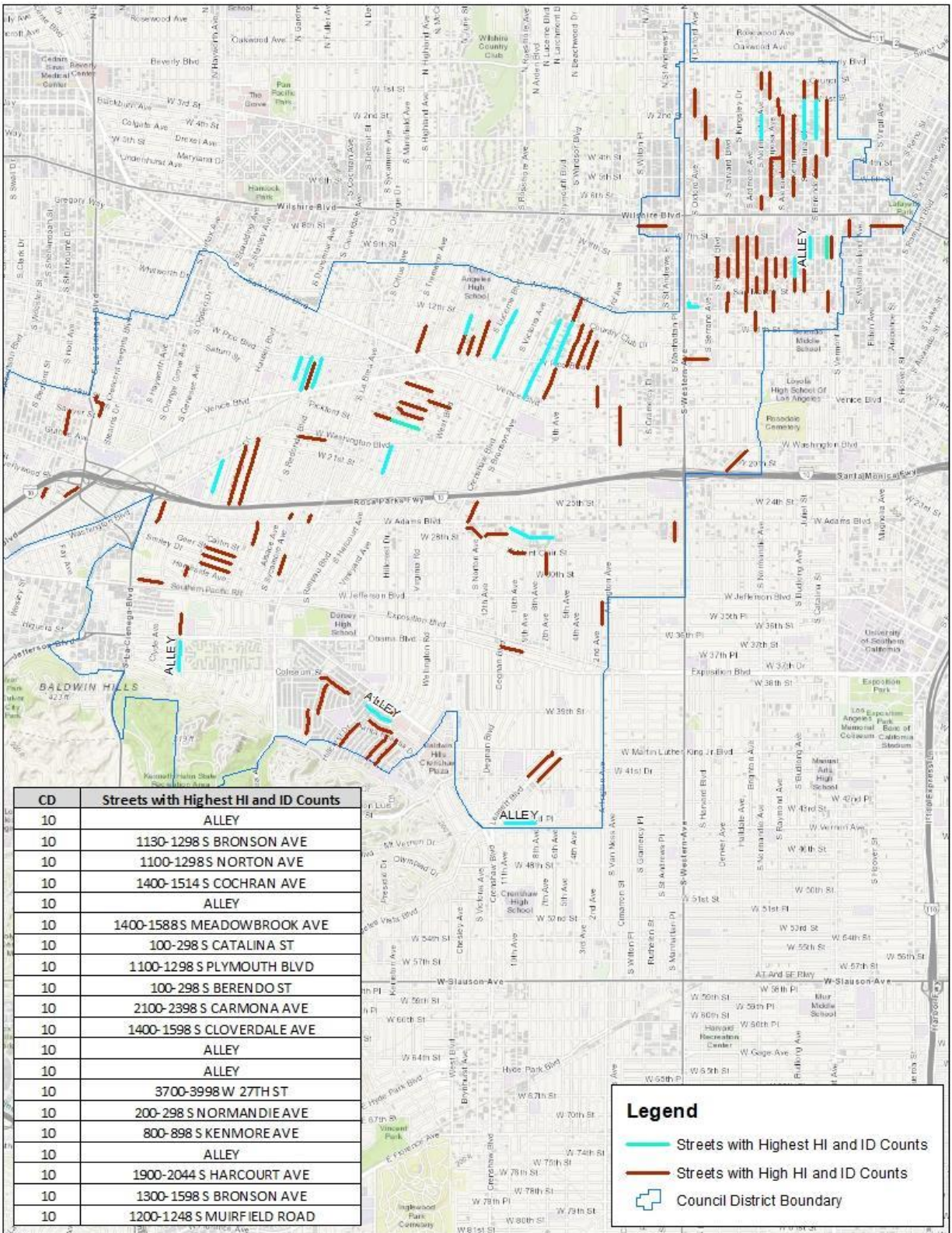
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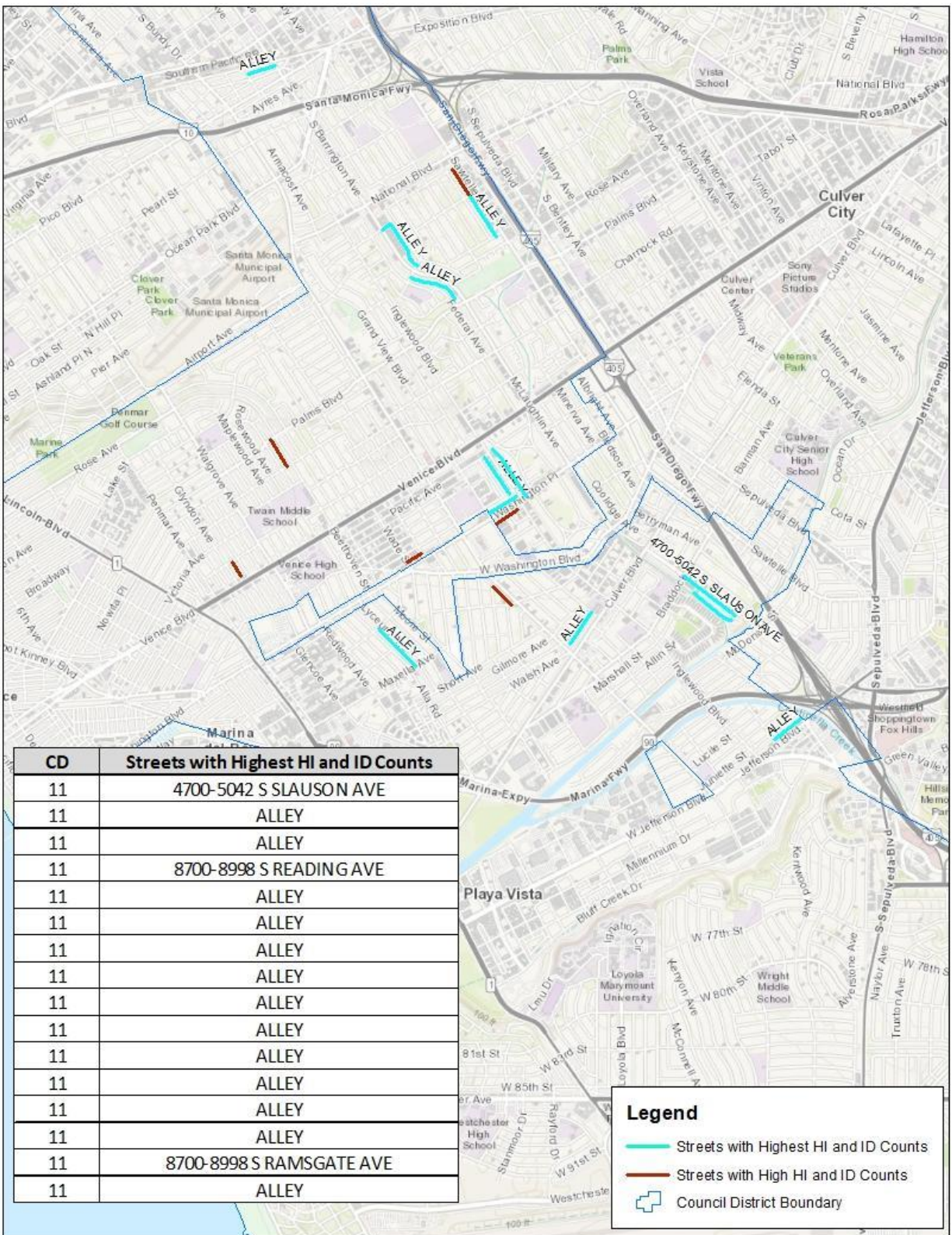
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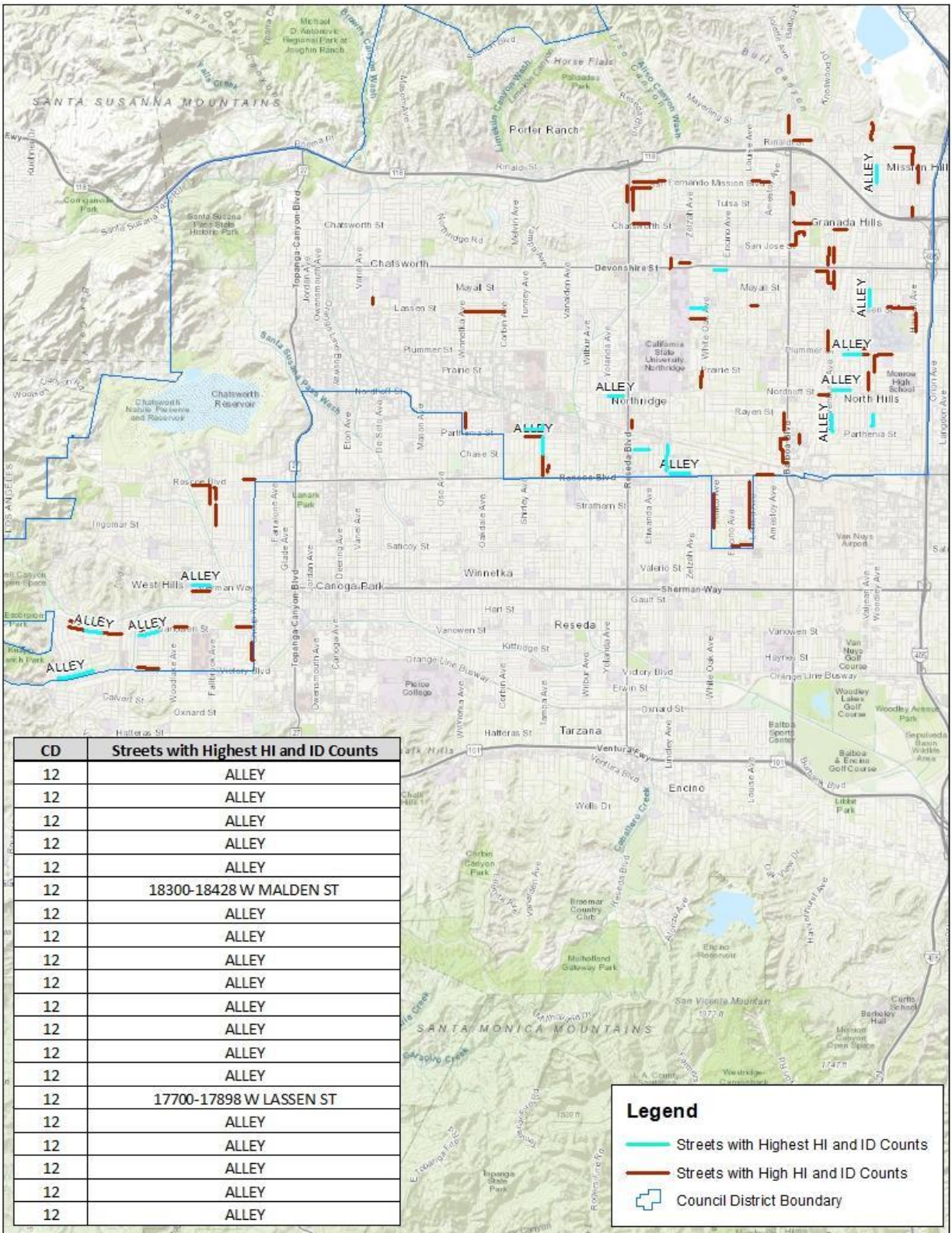
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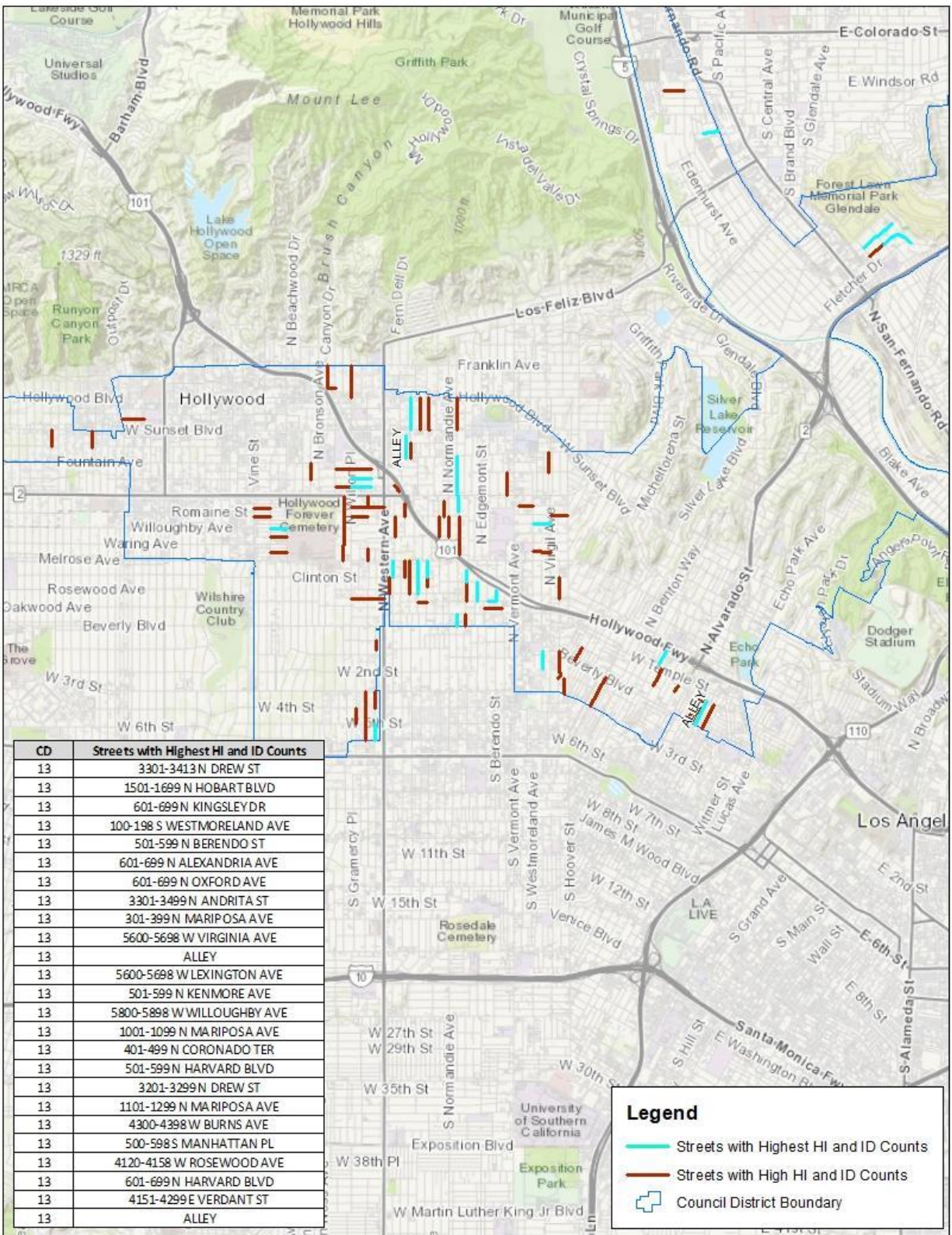
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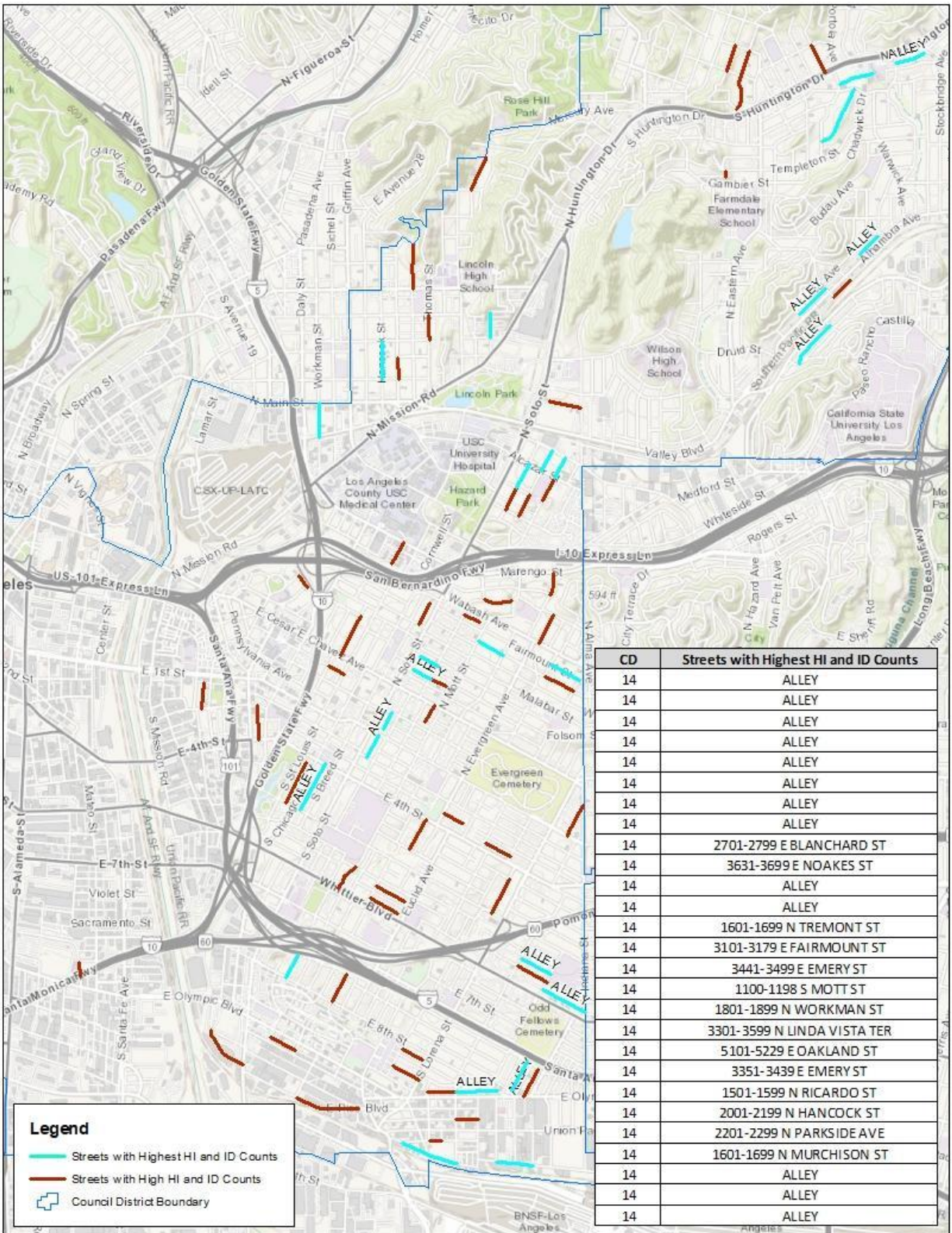
Council District 12 Household Item (HI) and Illegal Dumping (ID)



Council District 13 Household Item (HI) and Illegal Dumping (ID)



Council District 14 Household Item (HI) and Illegal Dumping (ID)



Council District 15 Household Item (HI) and Illegal Dumping (ID)

