

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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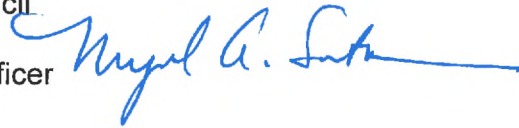
Council File No. 14-1499

14-1499-S1

Council District: ALL

To: The Honorable Mayor
The Honorable Members of the City Council

From: Miguel A. Santana, City Administrative Officer



Reference: Motion C.F. 14-1499 (Cedillo-Price)
Motion C.F. 14-1499-S1 (Labonge-Buscaino)

Subject: **MOTIONS (CEDILLO-PRICE AND LABONGE-BUSCAINO) REGARDING
DEVELOPMENT OF A CITYWIDE NEIGHBORHOOD CLEANUP PROGRAM**

SUMMARY

On October 31, 2014 and November 4, 2014, two Motions (C.F. 14-1499 (Cedillo-Price), C.F. 14-1499-S1 (Labonge-Buscaino)) were introduced instructing this Office to report to the Council concerning strategies to clean up the City's neighborhoods and communities using a coordinated approach which engages communities and stakeholders. These recommendations are consistent with Mayor Eric Garcetti's directive to establish "Back to Basics" goals and strategies. In response to these Motions, this Office's inaugural Fuse Corps Executive Fellow, Mark A. Thomas, prepared the attached report, which provides recommendations to improve the City's cleanliness and livability.

Modeled after the White House's Fellowship Program, Fuse Corps deploys highly skilled and passionate entrepreneurs into public service to solve some of the biggest challenges facing communities across the country. Mr. Thomas spent the first three months of his one-year appointment in the discovery process, which included conducting field observations, talking with civic and community leaders, and learning the operations of the various City departments that are involved in keeping the City clean. After the three-month discovery process, Mr. Thomas evaluated other programs and models across the country and researched best practices in municipal management.

In preparing the recommendations in this report, our Office worked with the following City agencies: Department of Public Works (specifically, Bureau of Sanitation, Board of Public Works, Office of Community Beautification and Bureau of Street Services), Department of General Services, Offices of the Mayor, City Attorney, Chief Legislative Analyst, and City Clerk. Additional information was provided by City Council offices, Los Angeles Police Department and Department of Building and Safety. Independent interviews and site visits with local community-based agencies, neighborhood councils, and civic partners were conducted. The New York City Mayor's Management Team and the Las Vegas Downtown Project hosted the Fuse Corps fellow and additional state and federal published research and best-practices interviews provided additional

context for this report's recommendations.

Our Office implemented the innovation delivery model—which combines idea generation techniques with a structured, data-driven method for delivering results—to achieve a broad consensus for delivering a more livable City. Collectively, the recommendations outline a comprehensive strategy and a coordinated approach to achieving the dual desired outcomes of:

- Eliminating blight and promoting cleanliness across all Los Angeles communities; and,
- Fostering greater collaboration with the public to improve livability across the City.

This attached report identifies specific opportunities for improvement and suggests a path forward to improve livability and cleanliness in the City. Our office looks forward to ideas to improve upon these recommendations during the City Council review process and additional public input. In summary, the opportunities and the path forward are as follows:

Opportunities	Recommended Action
Pro-Actively identify opportunities to improve livability and cleanliness	Work with community-based partners to identify and report opportunities.
	Re-evaluate the Street Sweeping program to maximize compliance with the City Water Quality Compliance Master Plan and to support pro-active removal of trash.
Evaluate and measure the effectiveness of City operations to help inform budgetary and programmatic decisions	Establish a system of measurement such as a cleanliness rating index.
Provide for enhancements in the removal of refuse.	Enhance the City trash receptacle program.
	Conduct a needs assessment to implement improvement of bulky item removal and illegal dumping clean-ups.
Raise awareness, provide education and enhance local community pride to assist with prevention and elimination of dumping, litter and assist with the identification of opportunities to improve livability and cleanliness.	Establish a pilot education campaign to raise awareness of available resources and to encourage and support pride in the community.
	Enhance the use of Business Improvement Districts (BIDs) by developing a cost sharing program and formal service agreements.
Re-evaluate enforcement activities	Review existing ordinances and the resource allocations supporting enforcement
Explore opportunities to improve the livability and cleanliness of private property adjacent to the public right-of-way, such as vacant and undeveloped land.	Conduct a study of best practices to identify the most effective immediate and long-term strategies.
Establish clear oversight of the Program.	Establish the Board of Public Works as the oversight body.

RECOMMENDATIONS

That the Mayor and Council:

Pro-actively identify opportunities to improve livability and cleanliness:

1. Launch a Street Conditions Observation Unit (SCOUT) program.
 - a. Instruct the Board of Public Works to work with the Office of Community Beautification's community partners to expand the scope of work to proactively identify and report quality of life conditions to the City's 311-system;
 - b. Instruct the City Administrative Officer to identify funds to support this effort; and,
 - c. Request the City Attorney and instruct the Bureau of Contract Administration to assist with contract review as necessary.
2. Re-evaluate the City Street Sweeping program.
 - a. Instruct the Board of Public Works to hire a consultant to assist in developing a strategy that maximizes compliance with the City's *Water Quality Compliance Master Plan* urban runoff and trash removal goals.

Evaluate and Measure Effectiveness:

3. Establish a City cleanliness rating index.
 - a. Instruct the Board of Public Works, Office of Community Beautification to work with appropriate City agencies to develop a City cleanliness rating index and to regularly measure the cleanliness of the City's streets, neighborhoods, and districts; and,
 - b. Instruct the City Administrative Officer and the Board of Public Works to advise the Mayor and Council through the annual budget process on a strategic distribution of resources that is informed by this measurement tool and allows for results to be measured.

Provide for the enhancements in the removal of refuse:

4. Instruct the Bureau of Sanitation to develop an enhanced trash receptacle program and work with the City Administrative Officer to identify funding.
5. Instruct the Bureau of Sanitation and City Administrative Officer to conduct a needs assessment and propose funding options to implement improvements in bulky item pick-up and illegal dumping clean-ups.

Raise Awareness, Provide Education and Enhance Local Community Pride and Engagement:

6. Enhance the use of Business Improvement Districts (BIDs).
 - a. Instruct the City Clerk, the Board of Public Works and the City Administrative Officer to report back to the Council and Mayor with:
 - i. A business improvement district administrative cost sharing program to optimize essential BID services for neighborhood commercial corridors and smaller-BIDs;

- ii. Formal city services agreements with existing BIDs that clarify City-provided services alongside BID value-added services;
 - b. Instruct the City Clerk to develop a formal marketing effort for the City's BID program that will market the BID program's value-added benefits to City's businesses and commercial properties and report back to the Council and Mayor; and,
 - c. Instruct the City Administrative Officer to identify funding, as required.
7. Establish a Pilot Community Pride and Education Program.
- a. Instruct the Board of Public Works, Bureau of Sanitation, and the City Administrative Officer to report back to the Mayor and Council with a pilot comprehensive clean and pride pilot campaign that:
 - i. Targets the end-users of the City's services and programs; and,
 - ii. Can be used as a model for a citywide localized clean and pride campaign to be launched at a later date.

Re-Evaluate Enforcement Activities:

8. Coordinate and implement an effective system of enforcement for the City's quality of life laws.
- a. Instruct the Board of Public Works and Bureau of Street Services—in partnership with the City Attorney's Office, City Administrative Office, Bureau of Sanitation, and Department of Building and Safety—to ensure the private properties fully comply with existing ordinances.

Explore Opportunities to Improve the Cleanliness of Private Property Adjacent to the Public Right-of-Way

9. Study best practices adopted across the country to successfully manage supply of vacant and underdeveloped land parcels (more than 22,000 within the City)
- a. Instruct the City Administrative Officer with the assistance of the Economic and Workforce Development Department, and other appropriate departments to explore immediate and long-term opportunities and to develop a strategic plan and to report back to the Council and Mayor.

Establish Clear Oversight

10. Instruct the Board of Public Works to oversee, manage, and coordinate implementation of recommendations and short-term and long-term directives.

FISCAL IMPACT STATEMENT

There is General Fund and special fund impact of adopting the recommendations in this report. However, specific costs are yet to be determined. Additional reports back will establish those costs and evaluate whether those costs can be absorbed within the existing City Budget or will require incremental funding. The fiscal impact can be better determined once these implementation plans have been developed.

MAS:RPE:WKP/DHH:06150112

Attachment