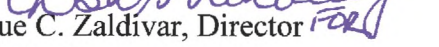


CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

DATE: October 1, 2015

TO: Honorable Felipe Fuentes, Chair
Honorable Bob Blumenfield, Vice Chair
Honorable Paul Koretz, Member
Honorable Gilbert Cedillo, Member
Honorable Mitch O'Farrell, Member
Energy and Environment Committee

FROM: Enrique C. Zaldivar, Director 
LA Sanitation

SUBJECT: **ILLEGAL DUMPING CLEAN UP SERVICES – Report**
CF# 11-1013-S6 – MYLA311/ CUSTOMER CARE SYSTEM
CF# 14-1499-S2 – CLEAN STREETS INITIATIVE/ KEEP IT CLEAN/
SANSTAT
CF# 15-0600-S78 – IMPLEMENTATION PLAN FOR CLEAN STREETS
INITIATIVE

On September 2, 2015, LA Sanitation (LASAN) reported in response to City Council Motion 11-1013-S6 (Huizar, Harris-Dawson, O'Farrell, Ryu, Price, Cedillo, Fuentes) that instructs LASAN to report on Customer Care System (CCS) and its interface with customer requests through MyLA311; the tracking and analysis of CCS and MyLA311 service request data; how such data is made available to the public; any discrepancies between LASAN's data and that used by the *LA Times*; what technologies are involved; the allocation of budgetary/personnel resources for both the service request and cleanup processes; statistics available for Council- or community-initiated cleanups; the identification of unresolved service requests by type and Council District; and a plan and timeline for LASAN to eliminate and prevent any backlog of unresolved service requests and any disparities in service.

LASAN also reported in respond to City Council Motion 14-1499-S2 (Cedillo, Buscaino, Huizar, Price) that instructs LASAN to report on immediate work to clear its backlog, and to report on any necessary overtime needed to do so, and identify funds used to address the problem. Secondly, LASAN was instructed to report on the number of service requests backlogged since 2013, itemized by service type, and by council district; in addition to how resources and job functions were reallocated in 2013 to reflect new scope of work as it relates to abandoned waste/illegal dumping. Thirdly, LASAN was instructed to report on how the function of abandoned waste/illegal dumping is addressed in the Mayor's Executive Directive #8 Clean Streets Initiative (CSI), along with any enforcement efforts, and community engagement for public education.

Finally, LASAN reported in response to City Council Motion 15-0600-S78 (Buscaino, Fuentes, Cedillo) that instructs the Department of Public Works and the City Administrative Officer to report on the implementation plan for the Clean Streets Initiative.

After LASAN's presentation on the aforementioned motions, several report-backs were requested as follows:

1. Bureau of Sanitation to report back with more detail on the third strike team and how they will be deployed.
2. Bureau of Sanitation to report back on the disparity of open service requests between Council Districts and how it relates to each Council District's proximity to trash collection facilities (Refer to 5-Year Graph on the Bureau of Sanitation's September 2nd PowerPoint presentation; page 4 of September 2, 2015 report).
3. Bureau of Sanitation to report back on its marketing/public information plan for the Clean Streets Initiative program.
4. Bureau of Sanitation to report back on methods and approaches to improve coordination and cross-referencing of collection efforts between the Bureau and Council Districts' clean teams.
5. Bureau of Sanitation to report back on the viability of the exclusive commercial franchise waste agreements including bulky item/illegal dumping collection activities.
6. Bureau of Sanitation to report back on a regular reporting structure regarding the status of the CSI program (bimonthly/quarterly).
7. Bureau of Sanitation to report on how its tracking system addresses/closes out collection activity that is generated from multiple residents.

The following addresses LASAN's response to City Council inquiries:

- 1. Bureau of Sanitation to report back with more detail on the third strike team and how they will be deployed.**

With the two existing strike teams, LASAN can expect to service and close out an average of 8 CSI requests per day per team (based on our data from the existing CSI crews for the past 7 months). The two teams will be able to process 320 requests per month. This includes the one service day per month guarantee to each Council District. Assuming that new CSI referrals through MyLA311 continue to come in at the rate of 250 per month and requests from Council offices and the Mayor's Office continue at approximately 175 per month, the backlog will be increasing at the rate of 105 per month, so continuing with two crews is not a feasible option. With the addition of a third strike team, which can be done within the existing CSI budget, ongoing requests and the existing CSI backlog could be cleared in 16 months. Obviously, this option alone is not going to address expectations from our residents

and elected officials. Three strike teams working overtime every Saturday would clear the backlog in 6 months, while requiring an additional \$505,000 from the General Fund (total funding at \$9,490,000) since the City Attorney has determined that LASAN’s special funds are not an eligible funding source. Adding a 4th strike team by January 2016 that will only work on this backlog (rather than working three teams on overtime) will allow LASAN to address the CSI cases by April 30, 2016, while requiring an additional \$1.2 million (total funding at \$10,228,822) from the General Fund. This estimated date is based on the average number of requests that can be cleared; however, some CSI requests require multiple days, so this date is our educated estimate and not a guarantee.

The strike teams deployment model (after fulfilling the minimum one day of service per month per CD) follows a mathematical model. Their remaining time is assigned proportionally based on the number of open work orders (backlog) in each CD. Priority is set on a First In, First Out (FIFO) basis for the assigned work orders. In other words, the oldest work orders are assigned for fulfillment first and the newest last in each CD. This mathematical model for decision making allows supervisors to set a schedule for the strike teams at the beginning of each month. We anticipate that upon the completion of street indexing and clearing of the backlog, we will be able to address priority assignments in each CD, primarily in accordance to street indexes rather than FIFO model.

LASAN will work with Council District offices in assigning priorities to cases of urgent necessity. Furthermore, we will work with Council District staff and others in ensuring that service requests are captured in the backlog by conducting field assessments.

The following tables lists various options and team composition to clear the backlog, with option 1 being recommended as the minimum “must have” option to prevent the growth of CSI backlog cases. Once the backlog is cleared, LASAN is committed to responding to CSI cases within an average of 15 working days.

Options to clear the backlog

Option	Description	Start Date	CSI cases cleared/month	Backlog Cleared Date	FY 15-16 Cost
1	3 rd strike team + OT	November 1, 2015	576	April 30, 2016	\$9,490,000
2	Add 4 th strike team	January 1, 2016	640	April 30, 2016	\$10,228,822

Assumptions:

1. Teams clear 8 requests per day.
2. CSI crews work an average of 20 days per month.
3. Starting backlog is 829 (as of September 25, 2015).
4. New CSI referrals will be at the rate of 425/month.

Strike Team Composition

Number	Classification
4	Maintenance Laborer
3	Refuse Collection Truck Operator II
1	Refuse Collection Supervisor
1/1.5*	Environmental Compliance Inspector (ECI)

* A single strike team will have 1 ECI; if 2 teams are added, they will share 3 ECIs.

In the August 28, 2015 report, LASAN requested new authorities for the third strike team. If LASAN's salary savings rate is reduced from 5.6 percent to 0 percent, LASAN can create an initial third strike team from existing vacancies for Fiscal Year 2015-16 and hold the request for new authorities until Fiscal Year 2016-17. Based on updated metrics after the launch of MyLA311, LASAN will work with the CAO and the Mayor's Budget Team to revise the LASAN budget request for FY 2016-17, if necessary.

- 2. Bureau of Sanitation to report back on the disparity of open service requests between Council Districts and how it relates to each Council District's proximity to trash collection facilities (Refer to 5-Year Graph on the Bureau of Sanitation's September 2nd PowerPoint presentation; page 4 of September 2, 2015 report) .**

LASAN has deployed a team of employees on modified light-duty to begin the process of field checking each of the 41,452 open requests dating back to 2010, which will be completed by November 30, 2015 as prescribed by the mayor. Any request requiring services will be handled by the Bulky Item Collection Battalion, unless it requires the specialized services of the CSI crews. Once the entire "request back-log" has been cleared, moving forward all requests received will be "serviced and closed" within the service promise of next collection day, regardless of council district, or section of the city. "Closed" is defined as either the site being cleared or referred to the CSI team if specialized services are required. With that said, LASAN has six Collection districts, and each are staffed with the appropriate employees to provide a daily service mass balance that accounts for other factors, such as traffic, distance to disposal, recycling & mulch sites, and travel to and from collection routes. CSI crews are dispatched from a centralized location, so proximity to LASAN collection yards does not impact the clearance rate.

- 3. Bureau of Sanitation to report back on its marketing/public information plan for the Clean Streets Initiative program.**

LASAN has brought on board GARZA Group Communications (GGC) to develop a pilot communications campaign. The results will provide a basis to create a meaningful educational and marketing plan that may be applied citywide upon completion of the pilot. It is crucial that we better understand barriers and circumstances that would guide educational strategies to eliminate behaviors that lead to illegal dumping. Upon completion of the pilot program, LASAN will roll out a robust and comprehensive campaign citywide that will

involve various media, including direct contact with residents, social media, truck mobile signs, local community representation, direct mail, and utility bill inserts.

Beginning with the Keep it Clean campaign, LASAN utilized the Los Angeles Conservation Corp (LACC) staff to distribute flyers, door hangers and other promotional material in and around the areas that were being cleaned from illegally dumped material. The educational information was handed out to residents of multi-family units as well as apartment managers. The promotional information was designed to educate residents on reporting illegal dumping and calling LASAN for free pick-up of any bulky items that residents wanted to discard. Also staff from LACC and LASAN distribute educational information outside supermarkets and at community events.

LASAN primarily utilizes LACC for the door-to-door outreach program. In CD 6 and CD 7, LASAN will be relying on Pacoima Beautiful to provide door-to-door educational information.

In addition, information about bulky items collection service is advertised on a monthly basis in the Apartment Association of Greater Los Angeles news magazine. LASAN staff attend over 50 events annually where information on free bulky item services is distributed. Over the last several years, LASAN also experimented with placing ads in movie theaters, bus shelters, and other venues. Recently, we attended and exhibited at a trade show for apartment owners, educating landlords and property owners about the proper move-in/move-out process and LASAN services. We have also been invited to write an article for their newsletter that goes out to 3000 members (representing 200,000 units). We will also be invited to speak at a monthly membership meeting in the near future.

We are scheduled to attend the Apartment Owners Association of California trade show on October 21, 2015 at the Los Angeles Convention Center, sharing the same messages. They, too, have invited us to write an article to be featured in their magazine (distribution of 100,000).

Furthermore, we recently attended the Green Festival at the Los Angeles Convention Center (20,000 attendees) educating attendees on LASAN's services, including bulky item collection. We also participated in the Neighborhood Council Congress on September 26, 2015, where we educated the NCs about our services.

LASAN has recently launched a Clean Streets Indexing system. This index will use the same gridding system as COMPSTAT; which is used by LAPD. This indexing system will help guide the deployment of LASAN resources to the areas of most need. Indexing teams will grade every city street and report each street's level of cleanliness by January 1, 2016, as directed by Mayor Garcetti in Executive Directive No. 8. Once the citywide indexing is complete, the results will be made available to the public. The indexing will assist LASAN in ensuring that we have cleaner streets and an equitable delivery of services.

The Board of Public Works has launched the Clean Streets Team in partnership with Neighborhood Councils and they will serve as an extension of the Mayor's Volunteer Corps.

The teams will be comprised of Neighborhood Councilmembers, residents or anyone who signs-up and registers to assist with the community clean-ups in their neighborhoods. They will be the City's eyes and ears on the ground, using the soon to be launched MyLA311 app to report blight and other service requests throughout the city.

4. Bureau of Sanitation to report back on methods and approaches to improve coordination and cross-referencing of collection efforts between the Bureau and Council Districts' clean teams.

The requests referenced are requests that have NOT been received by our Customer Care Center (CCC), so no service request number was issued. Requests not received by our CCC will be tracked and recorded on our new Clean Streets Reconciliation Form (CSRF), and cross referenced with CCC information to see if any requests closed have been previously called in and issued a service request number to close as well. The CSRF will also be used to track and record any Council District sponsored special event or community cleanups so all collection tonnage and resources are tracked and recorded for data collection requirements or reports.

5. Bureau of Sanitation to report back on the viability of the exclusive commercial franchise waste agreements including bulky item/illegal dumping collection activities.

LASAN's goal is to ensure that all single family, multi-family and commercial businesses have access to unlimited bulky item collection. Currently LASAN provides bulky item collection service to all single family residences, all multi-family residences of 4 units or less, and all other multi-family residences paying the Bulky Item Collection Fee. Commercial businesses have access to bulky item services through their contracted private hauler. The Private Hauler Franchise Initiative will continue to have bulky item service for commercial businesses through franchise hauler.

Providing clean streets and alleys is a core citywide function and as such must be managed on a citywide basis. Including illegal dumping in the franchise agreements would result in a wide range of costs to the customers by increasing rates for those in areas most impacted by illegal dumping. Franchised haulers must cover their cost of all services provided in their awarded zones. Franchised haulers servicing a zone with high instances of illegal dumping would need to increase their overall customer rates to account for the cost of collecting illegal dumping, which would impact one of the main goals of the Zero Waste LA program, to create level customer rates for similar services. As a core citywide function and to eliminate the impacts on customer rates, LASAN did not include illegal dumping in the franchise environmental documentation, ordinance or Request for Proposals.

6. Bureau of Sanitation to report back on a regular reporting structure regarding the status of the CSI program (bimonthly/quarterly).

LASAN has now been reporting on a weekly basis the status of the CSI program since September 18, 2015. Data reported to Council staff every Friday for the week ending the previous Friday includes:

Graph 1 indicates Bulky Item Mass Balance

Graph 2 indicates CSI Strike Teams Tons collected by Council District

Graph 3 indicates CSI Strike Teams Backlog by Council District

Graph 4 indicates Pre-Existing Illegal Dumping Backlog Drawdown

Please refer to attachment 1 for a typical weekly report.

7. BOS to report on how its tracking system addresses/closes out collection activity that is generated from multiple residents.

In addition to responding to specific service requests, LASAN conducts sweeps through multi-family areas to ensure that non-reported bulky items are collected and removed. Similarly, Council offices are engaged in weekly and monthly community clean-ups events. LASAN has developed the “Clean Streets Reconciliation Form” to track and record all services rendered, regardless of source. Upon the full implementation of SANStar, LASAN will provide mobile devices to council offices so the information can be updated electronically and in real time into MyLA311.

Ultimately all service requests will be funneled through MyLA311, scheduled to be launched on November 30, 2015. MyLA311 will be utilized as a “one” source service request data collection system. The MyLA311 system has a built-in logic feature that analyzes each new service request to determine if it is a new request or a duplicate request. The system is designed to evaluate each new request based on multiple attributes including location radius, service request type and status of the request (the request is open or pending). In the event a request has been submitted into the system and a resident is entering a similar request through the MYLA311 app, or through the Customer Care Center, the resident will be informed that a similar request is already in the system (open/pending) and the resident will have the option of being notified when the request is completed or they can elect to enter a new request.

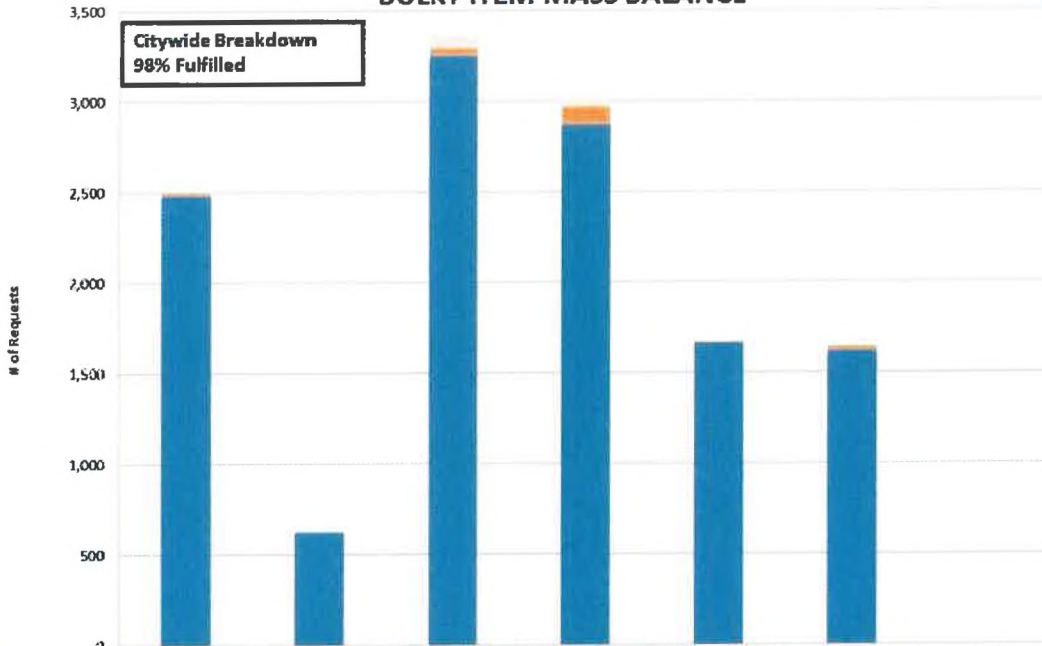
If you require additional information, please contact me at (213) 485-2210.

ECZ:vsa

Attachments 1 – Typical LASAN – CSI Weekly Council Report



BULKY ITEM MASS BALANCE



	East Valley	Harbor	North Central	South Los Angeles	West Los Angeles	West Valley	Total
Total	2,504	627	3,355	3,004	1,671	1,641	12,802
CSI Referral	4	4	63	38	5	1	115
Other Rescheduled	19	0	41	97	3	23	183
Fulfilled	2,481	623	3,251	2,869	1,663	1,617	12,504

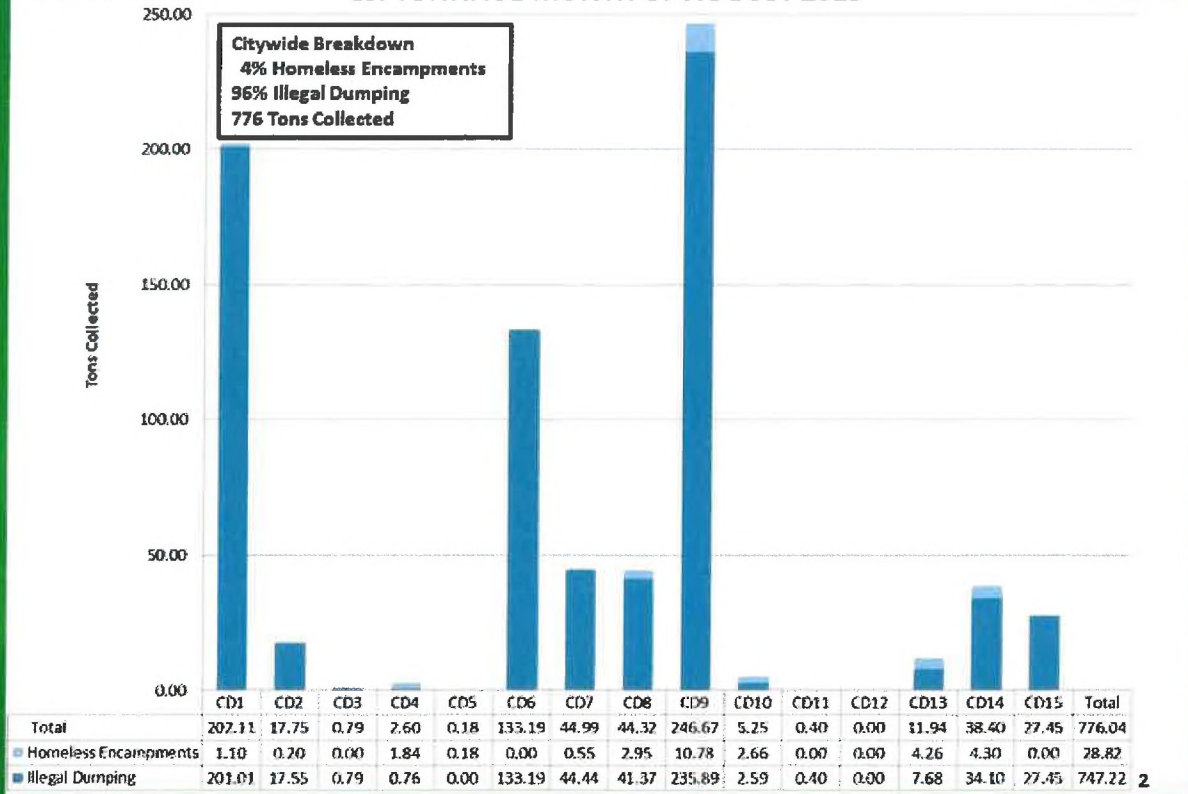
LASAN's daily service "Mass Balance" approach, the number of new requests received must be matched by the number of requests that were fulfilled. This approach has allowed LASAN to uphold our service promise of collecting more than 95% of bulky items reported by the next collection day.

CSI Strike Teams Total Tons Collected by Council District
 8/1 – 8/31/2015
 Updated MONTHLY

GRAPH #2



CSI TONNAGE MONTH OF AUGUST 2015

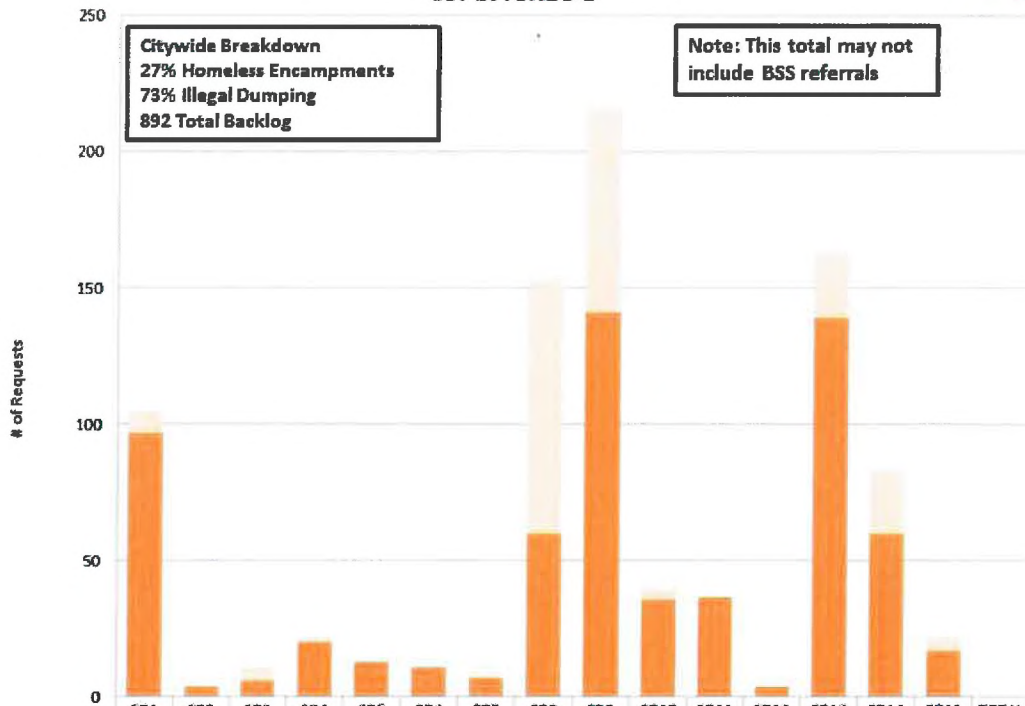


CSI Strike Teams Backlog from: 7/1/14 – 9/18/15
Updated WEEKLY

GRAPH #3



CSI BACKLOG



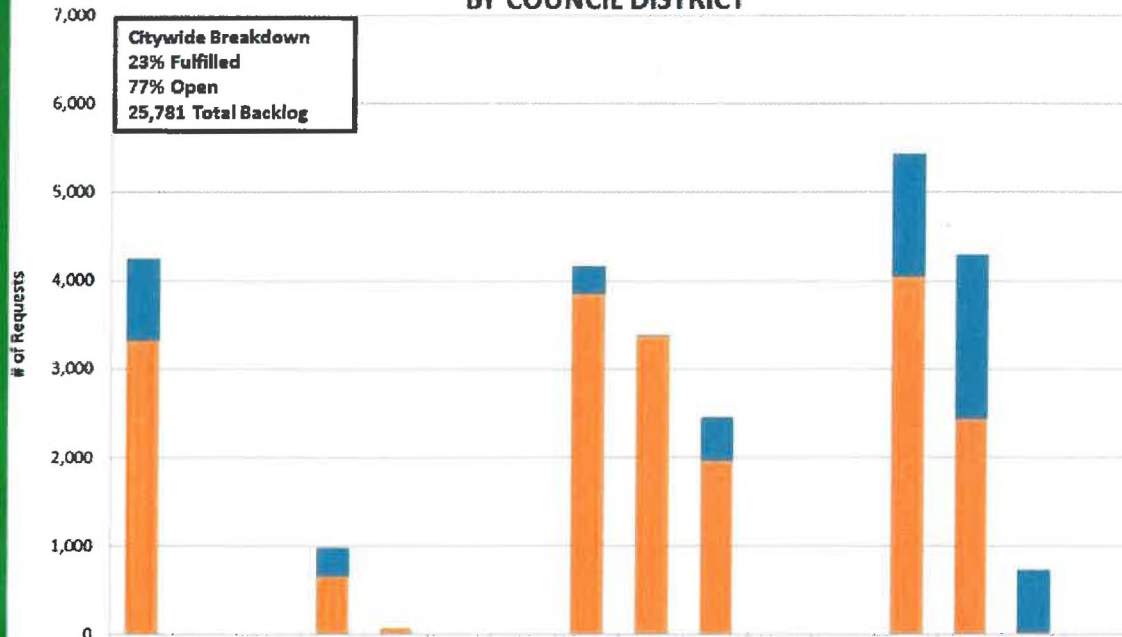
	CD1	CD2	CD3	CD4	CD5	CD6	CD7	CD8	CD9	CD10	CD11	CD12	CD13	CD14	CD15	TOTAL
Grand Total	105	4	11	22	13	11	8	153	216	40	37	4	163	83	22	892
Homeless Encampments	8	0	5	2	0	0	1	93	75	4	0	0	24	23	5	240
Illegal Dumping	97	4	6	20	13	11	7	60	141	36	37	4	139	60	17	652

Pre-Existing Illegal Dumping Backlog Drawdown
 1/1/2010 – 6/30/2015
 Updated WEEKLY

GRAPH #4



PREEXISTING BACKLOG DRAWDOWN BY COUNCIL DISTRICT



	CD1	CD2	CD3	CD4	CD5	CD6	CD7	CD8	CD9	CD10	CD11	CD12	CD13	CD14	CD15	Total
Total	4,248	3	1	982	76	2	2	4,171	3,378	2,455	0	0	5,437	4,296	730	25,781
Fulfilled	926	0	0	330	0	0	0	327	2	493	0	0	1,391	1,866	712	6,047
Open	3,322	3	1	652	76	2	2	3,844	3,376	1,962	0	0	4,046	2,430	18	19,734

Note: this Backlog will be eliminated by November 30, 2015.