

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

DATE: June 14, 2019

TO: Honorable Paul Krekorian, Chair
 Honorable Curren D. Price, Jr., Vice Chair
 Honorable Paul Koretz, Member
 Honorable Bob Blumenfield, Member
 Honorable Mike Bonin, Member
 Budget and Finance Committee

Honorable Nury Martinez, Chair
 Honorable Paul Koretz, Vice Chair
 Honorable Paul Krekorian, Member
 Honorable Gil Cedillo, Member
 Honorable Mitch O'Farrell, Member
 Energy, Climate Change and
 Environmental Justice Committee

FROM: Enrique C. Zaldivar, Director and General Manager
 LA Sanitation and Environment

SUBJECT: **LA SANITATION AND ENVIRONMENT - REPORT BACK ON A DEPLOYMENT PLAN FOR HOPE/CSLA TEAMS, DESIGNATED LIVABILITY TEAMS, AND SUPERVISORS IN THE FY 2019-20 BUDGET (CF#14-1499-S7, 14-1499-S8, CF 19-0600-S89, 19-0600-S156, 19-0609)**

INTRODUCTION

LA Sanitation and Environment (LASAN) provides livability services focused on protecting public health and the environment. These services, which include homeless encampment and illegal dumping clean-ups, are provided by ten (10) Clean Streets Los Angeles (CSLA), one (1) Operation Healthy Streets (OHS) and nine (9) Homeless Outreach and Proactive Engagement (HOPE) teams.

The adopted Budget for FY 2019-20 expands these services by adding a 10th HOPE team and funding in the Unappropriated Balance (UB) for eleven (11) additional four-person livability teams. With these teams, LASAN will be afforded greater flexibility and operational enhancement throughout the city to protect public health.

During the FY 2019-20 Proposed Budget Deliberations held on May 1, 2019, LASAN was asked to report back on the deployment plan for the teams included in the Proposed Budget. LASAN was also asked to report back on the feasibility of deploying a designated CSLA or HOPE team to the Grand and Flower Avenue Corridor and on its request for Senior Environmental Compliance Inspector positions for the CSLA program and whether supervisors need to be hired before field staff is added.

On May 3, 2019, LASAN provided reports back on three Budget & Finance questions including:

- **Question No. 245:** Report on the deployment plan for the CSLA/HOPE teams included in the Unappropriated Balance (UB) in the Proposed Budget.
- **Question No. 256:** Report on feasibility of deploying a designated CSLA or HOPE team to the Grand and Flower Avenue Corridor.
- **Question No. 261:** Report on opportunities to downgrade the requested Senior Inspector positions for the Clean Streets Program to the lowest level and whether supervisors need to be hired before staff is added.

These questions were consolidated into Council File 19-0600-S156 (budget recommendation). As an addendum to the May 3, 2019 reports back, this report integrates those individual budget requests into an overall and comprehensive plan, and addresses issues raised in other related Council Files:

- 14-1499-S7 (Martinez, Cedillo) - Review of challenges to the CSLA program, with recommendations for prioritizing the needs of children traveling to schools, libraries, and parks.
- 14-1499-S8 (Martinez, Krekorian) - Report on CSLA backlog and how an immediate effort would complement LASAN's strategy for the upcoming year.
- 19-0600-S89 (budget recommendation) - Report on how clean-ups can be tailored to the unique needs of different areas across the City.
- 19-0609 (Huizar, Martinez) - Report on methodologies for addressing illegal dumping.

The deployment model advanced in this report is designed to allow LASAN the ability to:

- Build a platform for a more robust public health infrastructure that addresses the sanitation and livability needs of unsheltered residents living on City streets, and the surrounding communities at large,
- Enhance the City's provision of services to encampments,
- Decrease the amount of trash and public right-of-way access issues that reemerge soon after cleanups, and
- Tackle the acute, continual, and egregious illegal dumping activities that severely impact many communities throughout the City.

This report will explore multiple strategies to increase the efficacy and scope of current citywide cleanup services.

SUMMARY

Current Challenges

LASAN's livability programs launched in 2012 with the creation of Operation Healthy Streets (OHS). These programs have rapidly evolved and developed into what is now the Livability Services Division (LSD), whose objective is to provide public health services to homeless encampments, and streets, alleys and public spaces impacted by excessive litter, illegally dumped construction and demolition materials, abandoned industrial waste, organic waste, packaging and bulky items.

LSD's toolkit to deliver public health services includes the three (3) programs mentioned previously: Operation Healthy Streets (OHS), Clean Streets Los Angeles (CSLA), and Homeless Outreach and Proactive Engagement (HOPE). In addition to these programs, LSD also addresses the blight caused by illegal dumping via its CleanStat and Public Street Receptacle program.

While each program delivers critical services to unsheltered and sheltered residents alike, the collective impact of these programs is buffered by several structural challenges: inconsistency in deployment, difficulty in prioritizing service delivery to the highest need locations, a lack of basic public health infrastructure provided to homeless encampments, a "one size fits all" approach to cleaning, and the difficulties inherent in identifying and prosecuting parties involved in illegal dumping.

Strategic Plan

LASAN is rising to meet these challenges by advancing a comprehensive redeployment plan that leverages the increased number of sanitation teams in this budget to drive substantive system change. The plan provides the opportunity for the foundation of a services-led approach that establishes a public health infrastructure, encourages collaboration with unsheltered communities to achieve public health outcomes, and scales place-based strategies to actively engage high need homeless individuals, particularly in zones where illegal dumping occurs.

This plan would deliver a public health infrastructure at scale. With LASAN teams as front-line providers of public health services, LASAN is also looking for ways that this infrastructure can be leveraged to provide additional services. Too often, we hear that homeless encampment cleanups can inadvertently set people back on their pathway to housing through the accidental loss of key documents, or through the stress of unpredictable engagements with City teams, which can lessen trust over time. Under this plan, LASAN teams would play a critical role in building public systems that engender trust with vulnerable populations and promote stability and access to opportunity.

This transformative plan would:

- **Provide regularized public health and cleanup services** via a regional deployment model that allows for daily and weekly service to many encampments.
- **Supply receptacles and regular trash collection services** to high-density encampments collected along predictable and consistent routes.
- **Deliver hygiene services to encampments** that allow for safe access to critically-needed attendant-supported public restrooms and showers, including during cleanups.
- **Foster flexibility for LASAN teams to respond to MyLA311 and Council office requests** for service provision with increased immediacy.
- **Utilize newly configured, regionally deployed, Comprehensive Cleaning and Rapid Engagement (CARE and CARE+) teams** to respond to neighborhood concerns and develop a rapport with communities, including prioritizing the needs of children traveling to schools, libraries, and parks.
- **Outfit CARE teams to meet the challenges distinct to specific service areas**, such as those containing a concentration of people living in vehicles.
- **Offer enhanced services to A Bridge Home (ABH) sites.**
- **Enrich the mental health awareness and sensitivity of LASAN's frontline field staff** by providing them with additional training that enables them to better connect with the encampment residents they serve.
- **Partner with encampment residents to keep spaces clean and collect trash** through a trash bag and cleaning supplies distribution program that empowers residents to serve their communities.
- **Provide job opportunities to encampment residents** through a pilot program that would hire individuals experiencing homelessness to provide cleaning services in their encampment through partnership with a trusted jobs training provider. Program participants would serve as liaisons between their communities and CARE Teams through regular engagement.
- **Stem the illegal dumping of items and abandoned waste that blight our streets and permeate encampments** by increasing LASAN's ability to provide investigative, surveillance and enforcement activities.

This plan is part of an ongoing effort to improve how the City serves its most vulnerable neighbors and key partners:

- This plan increases the level of services within Council Districts, decrease response times to MyLA311 requests, and work with specialized teams that are equipped to address the distinct needs of each District.
- The plan offers a more services-led approach, with the provision of an enhanced public health infrastructure and less disruption that can inadvertently impede encampment residents' attempts to pursue housing and other vital resources.
- The plan ensures cleaner streets with more nimble and versatile City teams.
- The plan integrates core, public health strategies supported by Los Angeles County Department of Public Health (LACDPH).

With these values in mind, the following recommendations present an overall response to the questions raised in CF 19-0600-S156 with an approach that increases the efficacy of citywide cleanup services and provides consistent and vital public health services to unsheltered residents. The combined impact of these efforts will visibly increase cleanliness on city streets to the benefit of all Angelenos. In addition, in response to 14-1499-S8, LASAN offers two options for additional overtime funding to allow the continuation of the surge that began Memorial Day weekend using salary savings from FY 2018-19 as presented in Recommendation 2 below.

Protection of Public Health and the Environment is our core Mission. Collectively, and thanks to the leadership of the Mayor and the City Council, we have taken great strides in our response capacity to abating the reprehensible practice of illegal dumping which blights our streets and our public spaces. We have also expanded our services to include comprehensive cleanup services to homeless encampments as an important element of our mission to protect public health for all. Yet we further know that having resources to fully and comprehensively address these services is a challenge, which compels us to be ever more effective and efficient.

We are convinced that engendering a relationship of trust with the homeless community in our rendering of services will encourage self-service empowerment to individuals experiencing homelessness -- to keep places free of trash and debris and do so on their own. By offering other public health protection services, such as mobile hygiene centers, as part of LASAN service deployment, it further engenders the utmost important value of trust in the relationship.

We believe that we can build a platform of essential services that contribute to ensuring that every Angeleno experiencing homelessness is on a path indoors with a real chance for a new beginning.

RECOMMENDATIONS

1. That the City Council approve LASAN's proposed deployment plan for Livability Services Teams which embodies the following components:
 - a. Regionalization of teams in geographic clusters related to Council Districts to support designated service areas.
 - b. Expanding the ability of front-line sanitation teams to provide public health services by launching Comprehensive Cleaning and Rapid Engagement Teams (CARE teams), replacing current Rapid Response teams. CARE+ would provide comprehensive, posted cleanups at the encampments with the greatest needs, while piloting and eventually expanding beyond the current capacity of CSLA Teams by also providing mobile hygiene services. In between comprehensive cleanings, fifteen (15) nimble four-person CARE teams dedicated to each Council District would provide regular engagement and litter removal, as well as address immediate and regional needs.
 - c. Recognition that a number of high density encampments and illegal dumping areas require dedicated comprehensive service throughout the week by the designation of three (3) service teams for four (4) Focused Service Zones as

follows: Skid Row (OHS), Venice (OHS), the Grand/Flower Ave. corridor and DTLA. LASAN will continue to monitor other unique areas of the City, such as the Sepulveda Basin, to determine if they warrant being upgraded to a Focused Service Zone.

- d. Approval and direction for LASAN to include, as part of its comprehensive team makeup, a mobile hygiene center. LASAN will contract with a community partner that specializes in operating these types of facilities.
 - e. Approval and direction for LASAN to pilot a portable toilet program that expands the capacity of the City's current Mobile Pit Stop program.
 - f. Explore institution of a self-empowerment initiative into the service interface of the deployment by which homeless individuals can assist in gathering litter and discarded items for LASAN trash service collection.
 - g. Explore a pilot program in the DTLA Focused Service Zone by which people experiencing homelessness, or transitioning out of homelessness, are supported by a community partner to maintain the cleanliness of encampments in between LASAN servicing.
 - h. Provision of three (3) Senior Environmental Compliance Inspectors to render supervisory functions for newly-hired field teams and to be hired at the time of staff being brought on board.
 - i. Provision of mental health awareness, homelessness-specific, sensitivity and safety training for all members of LASAN field teams.
 - j. Augmentation of district yard storage capacity to accommodate additional personal possessions collected by the added service teams.
 - k. Addition of enhanced surveillance and enforcement activities to address areas suffering from acute, continual, and egregious illegal dumping.
2. That the City Council approves an increase in LASAN's General Fund 1090 Salaries Overtime appropriation,
 - a. In the amount of \$2,589,523 to continue the enhanced deployment of the livability teams for the first three months (July, August, and September) of Fiscal Year 2019-20 until the new teams are deployed and to take advantage of summer's extended daylight hours by working 18 hours of overtime per person per week, or
 - b. In the amount of \$1,438,624 to continue the enhanced deployment of the livability teams for the first three months (July, August, and September) of Fiscal Year 2019-20 until the new teams are deployed by working ten hours of overtime per person per week.
 3. That the City Council add resolution authorities for the following forty-seven (47) positions:
 - a. Eighteen (18) Environmental Compliance Inspectors (4292)
 - b. Thirteen (13) Refuse Collection Truck Operators II (3580-2)
 - c. Thirteen (13) Maintenance Laborers (3112-6)
 - d. Three (3) Senior Environmental Compliance Inspectors (4293)

4. That the City Council authorizes the release of \$4,785,000 from the Unappropriated Balance (UB) Clean Streets LA/HOPE Expansion line item and increases LASAN's budget for eleven (11) Livability Services teams in the following Fund 100 line items:
 - a. 1010 Salaries General \$2,311,000
 - b. 3040 Contractual Services \$1,155,000
 - c. 3090 Field Equipment \$726,000
 - d. 4430 Uniforms \$44,000
 - e. 6010 Office and Admin \$66,000
 - f. 6020 Operating Supplies \$473,000
5. That the City Council authorizes the release of \$990,000 from the UB Clean Streets LA/HOPE Expansion line item and increases the General City Purposes Clean Streets - Related Costs line item by \$990,000 to pay for the use of vehicles and fuel that are front-funded by LASAN's special funds.
6. That the City Council authorizes the release of \$693,000 from the UB Clean Streets LA/HOPE Expansion line item to pay for the indirect costs associated with the positions in Recommendation 3.
7. That the City Council direct LASAN to enter into agreements for providing mobile hygiene and portable toilet services.
8. If it is deemed feasible, that the City Council authorize LASAN to enter into an agreement with a suitable community partner that provides homeless services to coordinate light cleanup work that would be performed by homeless individuals, to be funded by the existing amount in the UB that is being transferred to LASAN's budget.

The above recommendations are hereby explored in more detail.

Current Deployment Model

Clean Streets LA (CSLA)

LASAN currently has five (5) CSLA teams that respond directly to homeless encampments and illegal dumping citywide. Additionally, five (5) CSLA teams are dedicated to providing service to A Bridge Home (ABH) sites. These teams are larger in size and utilize mechanized equipment to handle comprehensive cleanups of larger homeless encampments and illegal dumping sites. LASAN developed and is utilizing a data driven approach based on CleanStat, MyLA311, and historic cleanup data and is revising our citywide deployment plan to meet the City's needs. The current model provides each Council District with a minimum of two (2) homeless encampment service days and two (2) illegal dumping service days per month, with additional service dates based on the number of MyLA311 service requests, persistent needs, and known issues in each Council District.

HOPE Rapid Response Team (RRT)

LASAN currently has six (6) RRTs dedicated to the four (4) LAPD Bureaus, the LA River, and one citywide team. Three (3) RRTs are dedicated to providing services to ABH Sites. These teams have improved the City's overall response to the complex and diverse needs of unsheltered homeless residents and its ability to support healthy neighborhoods. HOPE Teams complement the City's existing resources in responding to homelessness and its impact on the community.

Operation Healthy Streets

Operation Healthy Streets (OHS) currently provides service four-days a week in the Skid Row area, including the expanded zone established in October 2018. OHS Venice, including the 3rd and Rose intersection, is serviced one-day a week on Fridays. One hundred and two (102) wire basket receptacles are serviced in the Skid Row area twice per day, seven-days a week. Additionally, fifteen (15) wire basket receptacles are serviced along 3rd and Rose in Venice daily.

Regionalized Deployment Plan

With a focus on providing a proactive, efficient approach to ensuring public health for all City residents, the new regional deployment plan is designed to provide enhanced and regularly scheduled cleanup and hygiene services to the unsheltered population. Additionally, this new deployment plan focuses on the prevention of illegal dumping which compounds the issue by blocking public access and creating vectors for disease both within and outside homeless encampments.

The implementation of the A Bridge Home (ABH) initiative has proven that a place-based approach is effective in addressing neighborhood concerns and reducing unsheltered homelessness. Fostering familiarity between the service teams and the unsheltered individuals will be inherent in the regional model, and will build on the success of the ABH initiative.

The proposed Regional Deployment Plan establishes designated facilities to house Livability staff, equipment and vehicles for better and faster deployment to service areas within a given region.

LASAN is prepared to augment its existing Washington Yard with four (4) new regional facilities at:

- Harbor Yard
- East Valley District
- San Fernando Road Yard
- Lopez Canyon Yard

LASAN's teams would deploy out of these yards to support their designated service regions. Each Council District would be serviced by one CARE team (as discussed below) to provide

support throughout their District. Each LASAN regional facility would also be assigned a number of CARE+ teams (also discussed below) to provide comprehensive cleanings and hygiene services to the highest acuity encampments throughout the region on regular, strategically set schedules that are consistent over time.

The benefits of a regionalized model include:

- **Significant increases in the level of servicing** by providing frequent visits to many encampments.
- **Development of rapport with communities** as CARE and CARE+ teams deliver services to the same encampments and neighborhoods day over day.
- **Increased efficiency** achieved by more stable deployment plans, reduced driving time, and local expertise developed over time by neighborhood-based teams.
- **Coordination of service between CARE and CARE+ teams** based on their frequent engagement with the same encampments.
- **The ability to closely coordinate between the Mayor's Office, Council Offices, the Unified Homelessness Response Center (UHRC), LAHSA and LASAN** for team scheduling and deployment.
- **Higher level of responsiveness to neighborhood concerns** with teams that are able to close out MyLA311 requests as they travel throughout their service area.
- **Development of a place-based strategy for every high density encampment** that leverages consistent staff to work against a set of long-term goals.
- **An ability to share resources** within any given region when necessary to respond to urgent issues.
- **Specially-equipped teams** that are outfitted with the right training and equipment to meet the challenges that are distinct to their regions. For example, teams serving areas with concentrated RVs and vehicle dwellers could deploy with special equipment to service the illegal dumping around these areas. This provides responsiveness to 19-0600-S89, which asked LASAN how clean-ups can be tailored to the unique needs of different areas across the City.

In this manner, we are confident that this regionalized deployment plan will provide improved, more efficient and targeted services with beneficial results citywide.

Comprehensive Cleaning and Rapid Engagement Teams (CARE)

Coupled with regionalization, LASAN would phase out its CSLA and HOPE RRT service teams, reconfigure and rename them with new Comprehensive Cleaning and Rapid Engagement (CARE) teams with enhanced abilities to deliver public health services. The current four-person RRT teams would be replaced and renamed as CARE Teams. These teams would be responsible for providing services to unsheltered individuals and additional support to neighborhoods. The existing CSLA teams that provide comprehensive service would be replaced by CARE+, with the capability to deliver comprehensive cleanup services that would include hygiene centers, first as a pilot and expanded to all teams as the budget allows.

In support of the regional deployment model, these fifteen (15) four-person CARE teams would be dedicated geographically to each of the fifteen (15) Council Districts, with an additional LA River CARE Team, and a citywide CARE Team as discussed below. In addition to the CARE teams providing LAMC 56.11 compliance, this approach focuses on delivering regular trash pickup services, spot cleaning, bulky item removal, trash removal, passability of public right-of-way, and uniform sanitizing of the area in all cleanup scenarios. The regularized service provided by CARE teams in geographic regions would encourage proactive work that compliments regular CARE+ operations and provides a greater ability to maintain cleanliness in between comprehensive cleanings, as well as foster customized approaches to meet the differing needs of areas across the City.

Approval of position authority and nine-months funding for the eleven (11) additional four-person CARE teams is requested from the UB to provide regionalized deployment citywide. The request includes thirteen (13) Refuse Collection Truck Operators (RCTOs), thirteen (13) Maintenance Laborers (MLs), and eighteen (18) Environmental Compliance Inspectors (ECIs) for a total of forty-four (44) new positions.

| 44 New Positions by Classifications |
|--|
| 13 Refuse Collection Truck Operators |
| 13 Maintenance Laborers |
| 18 Environmental Compliance Inspectors |

LA River - Dedicated CARE Team

The existing LA River HOPE Team would also be reclassified as a CARE Team and would remain a dedicated team that provides service along the LA River. The LA River CARE Team would improve the City's response to the complex needs of unsheltered residents residing along the LA River.

Citywide - Dedicated CARE Team

One CARE Team will be assigned to provide citywide coverage. This team will also allow for contingency planning and staff coverage for other teams as needed. As the responsibilities and work of LSD is often non-deferrable, it is vital that operations continue unabated even if staff is absent.

Unique High Need Locations

Unique locations in the City, such as the Sepulveda Basin, will be serviced by their respective regional CARE and CARE+ teams in areas where it is feasible, and by special operations planned in partnership with other agencies, such as LA Recreation and Parks (RAP) and the US Army Corp of Engineers.

Focused Service Zones

LASAN will also provide comprehensive teams dedicated to specific high need regions that require consistent, recurring, and dedicated services. In addition to the existing OHS Skid Row and Venice areas, these Focused Service Zones would include the Grand and Flower Avenue Corridor and DTLA. Both of these areas require a high level of service that cannot be sustained by the current teams. This approach addresses the question raised in Council File 19-0600-S89, which asked how clean-ups can be tailored to the unique needs of different areas across the City.

Grand/Flower Ave. Corridor - Dedicated CARE+ Team

We propose merging two (2) four-person Livability service teams to form one (1) CARE+ team consisting of two (2) ECIs, three (3) MLs, and three (3) RCTOs that will provide dedicated coverage along the Grand/Flower Ave. corridor from 45th Street - 59th Street in Council District 9.

Currently, cleanups along this corridor are required weekly. Every month since April of 2018, Grand has seen an average of eight (8) comprehensive clean ups performed on overtime with a CSLA team. These regular cleanups are required to protect public health due to the high population density of homeless encampments spanning approximately 1.2 miles.

By allocating a dedicated CARE+ team that services this Focused Service Zone, LASAN will be able to schedule cleanups more efficiently, enhance the quality of service, and also alleviate the reliance on overtime. In addition, LASAN will be able to reinforce positive engagement and familiarity with the population by utilizing the same crew. This will also free up citywide comprehensive teams to provide service to more parts of the City rather than returning to this same area over and over again.

LASAN's engagement in this Focused Services Zone will also include expanded trash bins and collection, and the provision of hygiene services, starting with one pilot CARE+ team and extending to the other teams as the budget allows.

Downtown Los Angeles - Dedicated CARE+ Team

We propose merging two (2) four-person Livability service teams to form one (1) CARE+ DTLA team consisting of two (2) ECIs, three (3) MLs, and three (3) RCTOs that will provide dedicated fulfillment of multiple LASAN services in several areas of downtown, collectively designated as a Focused Service Zone.

Since February 23, 2019, LASAN has conducted comprehensive cleanups for the Civic Center every Saturday. The cleanup area encompasses the entirety of three (3) blocks: City Hall, City Hall - East, and the Los Angeles Mall. In addition to comprehensive service, the frequency of

collection for the automated litter bins in these three (3) zones was increased to daily morning service, seven-days a week.

To prevent the spread of public health crises in the Skid Row region, LASAN has conducted additional posted, comprehensive cleanups within an expanded clean-up area since October 2018. Cleanups in this area are conducted four-days a week, Monday through Thursday. LASAN is currently looking to further expand this comprehensive service area to encompass the Los Angeles Downtown Industrial District where illegal dumping is a pervasive concern.

Furthermore, illegal dumping cleanups will be plotted on scheduled routes based on sixty (60) CleanStat grids encompassing the DTLA region and will be serviced on a regular four-week collection cycle by the CARE+ team.

Summary of Regional Deployment Plan

With this reallocation there will be:

- Five (5) regionally deployed CARE+ teams to provide regular service of homeless encampments and illegal dumping citywide.
- Five (5) regionally deployed CARE+ teams dedicated to provide ABH service aligned with the collaborative work of the UHRC and ABH initiatives.
- One (1) CARE+ team dedicated to OHS Skid Row and Venice.
- One (1) CARE+ team dedicated to provide service along the Grand and Flower Avenue Corridor.
- One (1) CARE team dedicated to providing service in and around the DTLA area.
- Fifteen (15) CARE teams regionally deployed within each Council District to provide the following services: consistent response, ABH, wire basket trash collection, LAMC 56.11 compliance.
- One (1) CARE team dedicated to the LA River.
- One (1) Citywide CARE team.

The organization chart and table below summarizes this deployment model by displaying the type of team, assignment and respective deployment yard for each team. LASAN is committed to having these new teams hired by October 1, 2019.

**MAYOR'S OFFICE and COUNCIL DISTRICTS
 UNIFIED HOMELESSNESS RESPONSE CENTER and
 LASAN**

**CARE+ Teams (5)
 (Citywide Coverage)**

- CARE+
- CARE+
- CARE+
- CARE+
- CARE+

**CARE+ Teams (5)
 (A Bridge Home)**

- CARE+
- CARE+
- CARE+
- CARE+
- CARE+

**CARE+ Teams* (3)
 (Focused Service Zones)**

- CARE+
(Skidrow + Venice)
- CARE+
(DTLA)
- CARE+
(Grand/Flower)

**CARE Teams (17)
 (Council Districts + River
 + Citywide)**

- CARE (CD1)
- CARE (CD2)
- CARE (CD3)
- CARE (CD4)
- CARE (CD5)
- CARE (CD6)
- CARE (CD7)
- CARE (CD8)
- CARE (CD9)
- CARE (CD10)
- CARE (CD11)
- CARE (CD12)
- CARE (CD13)
- CARE (CD14)
- CARE (CD15)
- CARE (River)
- CARE (Citywide)

| |
|---|
| CARE+ Team - (9 Total Employees) |
| 2 Environmental Compliance Inspectors |
| 3 Refuse Collection Truck Operators |
| 4 Maintenance Laborers |

| |
|--|
| CARE TEAM - (4 Total Employees) |
| 2 Environmental Compliance Inspectors |
| 1 Refuse Collection Truck Operator |
| 1 Maintenance Laborer |

*Personnel composition of CARE+ Teams assigned to the Focused Service Zones may vary depending on need and function.

| REGIONAL DEPLOYMENT MODEL | | |
|---------------------------|------------------|-------------------|
| Deployment Yard | Council District | Teams Assigned |
| Washington | 5, 8, 10, 13, 14 | 7 CARE+, 5 CARE |
| Lopez Canyon | 3, 7, 12 | 2 CARE+, 3 CARE |
| East Valley | 6, 2 | 2 CARE+, 4 CARE |
| Harbor | 9, 11, 15 | 1 CARE+, 3 CARE |
| San Fernando Rd | 1, 4 | 1 CARE+, 2 CARE |
| Total Teams: | | 13 CARE+, 17 CARE |

| 47 New Positions by Classifications |
|-------------------------------------|
| 13 RCTOs |
| 13 MLs |
| 18 ECIs |
| 3 SR. ECIs |

Timeline for Deployment

| | |
|----------------------|---|
| July-October 2019 | LASAN Existing Livability Teams on Extended Service Hours |
| July 3, 2019 | City Council and Mayoral Approval of Deployment Plan |
| July 5, 2019 | Hiring Process Begins |
| July 5, 2019 | Equipment Procurement (Rental) Begins |
| July 8, 2019 | Recruitment Through TLH Begins |
| September 9, 2019 | New Staff On Board |
| September 9-27, 2019 | New Staff Orientation and Training |
| September 13, 2019 | Reconfiguration of Existing and New Teams by Region to be Completed and All Staff Notified of Region Assignment |
| October 1, 2019 | New Regional Deployment Begins |
| October 1, 2019 | Four of the Five Regional Deployment Centers to be Completed by this Date |
| June 2020 | Lopez Canyon Deployment Center to be Completed by this Date |

Measuring Success

LASAN currently utilizes a variety of systems and databases including, but not limited to, CleanStat, MyLA311, the Authorization Management System (AMS), and the Collection Information Systems (CIS) to provide detailed metrics regarding Livability Services Division programs such as service requests, authorizations, tonnage, health hazard assessments, illegal dumping and homeless encampment locations. With the implementation of the regional deployment plan, these systems will need to be integrated and streamlined into one dataset with the goal of establishing a means of real-time data collection. With a fluid dataset, LASAN will measure success utilizing a data driven deployment of resources to ensure locations receive adequate levels of service based on historical public health related metrics.

Success is where any risk to public health has been averted; and illegally dumped solid waste is collected within seven (7) days or less and its egregious practice is significantly reduced..

CleanStat

LASAN will explore incorporating homeless encampments into the grading methodology to identify their varying degrees of impact to public health and the environment so they can be responded to accordingly by the CARE and CARE+ teams. In addition, data related to litter associated to an encampment will provide valuable information such as the need for additional public receptacles and recurring regular servicing. CleanStat data will provide additional information such as the type of illegal dumping in a region which can then be used to strategically allocate equipment and resources with the CARE teams.

Expanded Trash Service Plan

Executive Directive No. 8 tasked LASAN with deployment of five thousand (5,000) new public receptacles by FY 2018-19. Over the past four years, LASAN has distributed five thousand (5,000) new receptacles throughout the City while also replacing and maintaining existing bins. Distribution sites are strategically chosen by utilizing data gathered from CleanStat quarterly indexing assessments, request from constituents, Council Districts, and other governmental agencies.

As part of OHS Skid Row and OHS Venice, LASAN services approximately one hundred and fifty (150) wire basket public receptacles; these are placed within the area to provide trash service for the unsheltered population in these areas. Additionally, twenty (20) wire basket receptacles have been deployed in the general area of the El Pueblo and Schrader ABH sites.

As a way to maintain encampment cleanliness between LASAN crew cleanings and to allow unsheltered residents more ability to cleanup their environment, five hundred (500) wire baskets have been recently purchased and will be deployed at areas throughout the City at high need encampments identified through CleanStat and waste collection metrics, along with other means. These baskets will be serviced by the fifteen (15) CARE teams at the start of shift prior to CARE operations. These wire basket receptacles will be monitored so that daily, twice-daily and/or weekend service can be provided when necessary. Additionally, these crews will clear blocked passageways and sidewalks, especially in areas for which children might seek access to schools, libraries, and parks in response to CF 14-1499-S7.

Homeless Trash Pickup Program

In addition to the servicing of wire baskets, LASAN will coordinate with a community partner to design and manage a pilot program that employs unsheltered residents to clean up litter and loose debris in their encampments. The community partner would provide the necessary tools and supervise the cleanups while LASAN would provide clearly-labelled trash bags (to distinguish these from those used by unsheltered residents to contain belongings) and service the collected trash as part of its wire basket collection program. It is not recommended that bulky items be included in this work plan due to the potential for injury and the need for heavy equipment.

Subsequent to the pilot, it is believed that the resulting program would 1) provide additional motivation for unsheltered residents to keep public spaces clean, 2) give residents a renewed sense of ownership and self-empowerment, 3) serve to reduce the amount of trash that is currently collected by cleanup crews at considerable expense, and thereby allow those same crews to provide service to more locations, 4) derive more lasting and visible results in between the more comprehensive cleanings, and 5) include opportunities for job training and Targeted Local Hire (TLH). LASAN will explore the best way to implement such a program in consultation with the relevant partners, including labor groups.

The current quote from a community partner to manage a pilot program is \$150,000. There is not sufficient funding within the FY 2019-20 UB amount for this work, so the size and scope of this program would be reliant on the amount of additional funding that is made available.

Supervisor Staffing

With the addition of eleven (11) four-person CARE teams, three (3) Sr. Environmental Compliance Inspectors are requested to provide adequate supervisory coverage of the regionalized teams. As noted in the report back to Budget Question No. 261, these are frontline supervisors vital to the training and management of new field staff. Without this additional Sr. Environmental Compliance Inspector staffing, current supervisors will be overwhelmed and be unable to provide sufficient oversight, which has the potential to create significant issues in the field. Thus, it is proposed that these supervisors be hired at the time of staff being brought on board. It is proposed that the cost to hire the additional personnel for nine (9) months including expenses and equipment will be absorbed within the UB funding of the budget.

Additional Training for Field Staff

Currently, ECIs receive specialized training in mental health awareness, sensitivity and Hazardous Waste Operations and Emergency Response (HAZWOPER). Going forward, all members of LSD field teams will receive this same training, in addition to specialized training on homelessness-related issues. This will allow all team members to possess an improved ability to interact with unsheltered residents as well as allow them to utilize methods to minimize risk from health hazards and follow safe operating procedures.

Hygiene Centers

To increase hygiene access for unsheltered residents, it is proposed that every CARE+ team performing regularly scheduled cleanup service would travel with an ADA compliant mobile hygiene center (also known as a sanitary unit) consisting of three (3) restrooms, three (3) showers and hand-washing stations. Preliminary estimates are \$80,000 per unit plus additional costs yet to be determined for maintenance such as midday and nightly cleaning, and the employment cost of attendants who would be secured via a community partner. There will also be additional supplies required, such as feminine hygiene products, soap and towels as well as laundering costs for said towels. LASAN is in the process of purchasing one (1) unit using FY 2018-19 funds to serve as a pilot for assessment of the impact this service will have on improving the living conditions for unsheltered individuals. LASAN will transport the unit, provide water and handle wastewater disposal. Once the pilot is complete, LASAN can advise on the resources that would be required for the purchase and deployment of additional units.

Restroom Pilot Program

Given the dire need for readily available public restrooms, LASAN will pilot a program to deploy attended portable toilets for a portion of every day, with setup and breakdown occurring

on a regular and known basis. The goal would be to test implementation and determine appropriate hours of operation, security, supplies and cleaning needs, etc. LASAN will utilize historical waste collection metrics from previous comprehensive cleanups to recommend a high need area for the pilot. LASAN would explore engagement, and contract with, a suitable community partner to supply an attendant to monitor these stations. The number of locations will be dependant on the amount of additional funding that can be made available.

Storage of Unattended Personal Property

The proposed increase in teams will allow for more cleanups to occur on a regular basis. As a result of increased cleanups, there will be a greater quantity of unattended personal property collected and stored for 90-days which will require additional storage. Currently, the storage facility known as “The Bin” and containers at LASAN yards are operating at capacity. The footprint of existing yard-based storage can be expanded by purchasing six (6) additional 8-foot x 40-foot storage containers. The cost for these containers is \$10,691 each and will be paid by LASAN from existing budgeted funds.

Extended Services Provided on Overtime

While the new teams are being hired, trained, and deployed, LASAN recommends extending the enhanced services that are currently being provided by the existing teams using overtime for the first three months of FY 2019-20. In order to maintain the same level of service that LASAN has been providing since Memorial Day weekend would require an additional \$2,589,523, which would enable all twenty (20) teams to work eighteen (18) hours of overtime each week (two (2) additional hours each day Monday - Friday and eight (8) hours on Saturday). To conserve funding, LASAN could provide an option with all teams working ten (10) hours of overtime per week, at a cost of \$1,438,624. This cannot be absorbed by the amount in the UB and would require an additional General Fund appropriation.

Strategies to Address Illegal Dumping

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

LASAN crews clear away abandoned items as quickly as possible, but individuals, as well as commercial, industrial, and construction and demolition entities, all continue to dump more items on a daily basis. This material piles up in public spaces, including the immediate vicinity of homeless encampments. LASAN expeditiously removes these items; however, the flood of incoming material is continuous and pile-ups coalesce rapidly. Going forward, LASAN proposes to 1) provide more routinized service to especially needy areas, 2) tie illegal dumping investigations to existing CSLA cleanup activities, and 3) deploy undercover surveillance operations -- this is suggested to not only remove the offending illegally dumped items, but also

gather the necessary evidence to identify the perpetrators and ultimately provide evidence to prosecutors.

Scheduled Regional Service

Due to the amount of unreported illegal dumping, LASAN is developing a proactive approach to address locations with chronic illegal dumping observed during cleanup operations. Using historic SR and CleanStat data, a regional service schedule will be developed to ensure an adequate level of service is conducted citywide. In addition, CleanStat assessments will provide illegal dumping data citywide which will compliment the proactive approach.

Additionally, certain areas are suffering from acute, continual, and egregious illegal dumping and would benefit greatly from the addition of enhanced investigative, surveillance and enforcement activities. In an effort to identify and prosecute individuals or parties involved in illegal dumping, LASAN proposes the following two approaches.

Investigative Component for CARE+ Team Illegal Dumping Cleanup

A plan will be created that focuses on the types of illegal dumping endemic to specific areas of the City. For example, DTLA's illegal dumping is partially driven by the produce markets and consists of food waste, whereas South LA's originates from auto garages dumping of tires. The West Valley area is dominated by bulky items and furniture, West LA by construction and demolition materials, and East Valley by dirt and concrete.

Given the frequency of these repeated and unreported illegal dumping activities throughout many sections of the City, and its negative impact on public health and public right-of-way access, LASAN proposes enhancing the enforcement component of these teams by utilizing assigned ECIs to conduct investigations at the time of collection. Thus, instead of merely cleaning the results of illegal dumping away, this assignment will heighten LASAN's ability to collect the evidence necessary to identify individuals who are illegally dumping and hold them accountable. ECIs will be assigned immediately on a temporary basis, with a more permanent plan developed and presented in response to the June 5, 2019 motion, Council File 19-0609 (Huizar, Martinez) regarding illegal dumping resources.

Surveillance

LASAN will also attempt to apprehend persons in the act of illegal dumping via the deployment of electronic surveillance methods and equipment, including possibly machine learning and AI, and undercover field investigators. Electronic surveillance cameras will be deployed in order to capture individuals in the act of illegal dumping. A team of ECIs will be used to investigate all electronic evidence that could lead to a complaint report and possible criminal prosecution. There are currently two (2) surveillance systems available for this deployment, beginning this week. Additionally, undercover enforcement teams will be utilized in certain areas. Based on the

results from these efforts, LASAN will return to City Council with a more detailed resource plan in response to the recent June 5, 2019 motion in Council File 19-0609 (Huizar, Martinez).

Finally, LASAN will continue to work in partnership with the City Attorney's Office, Mayor's Office, Council Offices and other City governmental agencies under the City's Illegal Dumping Task Force. This joint effort is designed to cite individuals, businesses, and other responsible parties caught in the act of illegally dumping, illicit discharging and/or creating public nuisances, to enable the criminal prosecution of individuals and businesses illegally dumping, and to perform follow-up administrative enforcement by ensuring residents and business owners subscribe to adequate recycLA service in accordance with the City's Commercial Franchise Ordinance.

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.

LBM/ECZ:lbn

- c: Members of the City Council
 - Ana Guerrero, Chief of Staff, Mayor's Office
 - Matt Szabo, Deputy Chief of Staff, Mayor's Office
 - Barbara Romero, Deputy Mayor, Mayor's Office of City Services
 - Miguel Sangalang, Deputy Mayor, Mayor's Office of Budget and Innovation
 - Christina Miller, Deputy Mayor, City Homeless Initiatives
 - Greg Good, Chief of Legislative and External Affairs, Mayor's Office
 - Sharon Tso, CLA
 - Richard Llewellyn, Jr., CAO
 - Kevin James, President, BPW
 - Cecilia Cabello, Vice President, BPW
 - LASAN Executive Team